

# Communities, Transport and Environment Policy Development and Scrutiny Panel

**Date: Monday, 21st January, 2019**

**Time: 4.30 pm**

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

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

Councillor Mark Shelford (Cabinet Member for Transport and Highways), Councillor Bob Goodman (Bath and North East Somerset Council) and Councillor Karen Warrington (Bath and North East Somerset Council)

Chief Executive and other appropriate officers  
Press and Public

**CTE Panel Members – please note there will be a Panel pre-meeting at 4pm in the Council Chamber.**

**Michaela Gay**

**Democratic Services**

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## 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. We request that those filming/recording meetings avoid filming public seating areas, children, vulnerable people etc; however, the Council cannot guarantee this will happen.

The Council will broadcast the images and sounds live via the internet [www.bathnes.gov.uk/webcast](http://www.bathnes.gov.uk/webcast). The Council may also use the images/sound recordings on its social media site or share with other organisations, such as broadcasters.

## 4. **Public Speaking at Meetings**

The Council has a scheme to encourage the public to make their views known at meetings. They may make a statement relevant to what the meeting has power to do. They may also present a petition or a deputation on behalf of a group. They may also ask a question to which a written answer will be given. **Advance notice is required not less than two full working days before the meeting. This means that for meetings held on Thursdays notice must be received in Democratic Services by 5.00pm the previous Monday.** Further details of the scheme:

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

## 5. **Emergency Evacuation Procedure**

When the continuous alarm sounds, you must evacuate the building by one of the designated exits and proceed to the named assembly point. The designated exits are signposted. Arrangements are in place for the safe evacuation of disabled people.

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**Communities, Transport and Environment Policy Development and Scrutiny Panel -  
Monday, 21st January, 2019**

**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 Members will update the Panel on any relevant issues. Panel members may ask questions on the updates provided.

9. COMMUNITY ASSET TRANSFER POLICY (Pages 13 - 54)

A report is attached presenting the draft Community Asset Transfer Policy for the Panel's consideration and comment.

10. CORPORATE & BUDGET PLANNING 2019-20 (Pages 55 - 100)

A report is attached that presents the Council's Organisational Plan 2019/20 to the Panel for consideration and feedback as part of the Council's operational planning and budget development process.

11. PANEL WORKPLAN (Pages 101 - 104)

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, 29th October, 2018

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

**43 WELCOME AND INTRODUCTIONS**

The Chairman welcomed everyone to the meeting.

**44 EMERGENCY EVACUATION PROCEDURE**

The Chairman drew attention to the emergency evacuation procedure.

**45 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

Councillor Peter Turner gave his apologies and was substituted by Councillor Sally Davis.

Councillor Alan Hale gave his apologies and was substituted by Councillor Anthony Clarke.

**46 DECLARATIONS OF INTEREST**

There were none.

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

There was none.

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

David Redgewell made a statement regarding public transport and service delivery. Mr Redgewell commented that the retro fit of buses as part of the Clean Air Zone proposals must include smaller operators. He asked that the Panel seek a meeting with the WECA (West of England Combined Authority) Mayor to encourage him to come forward with the bus strategy.

Mr Chris Beezley – Chairman of Beech Avenue Residents Association made a statement regarding a Clean Air Zone (CAZ). *A copy of this statement is attached to these minutes and a copy is kept on the minute book for this Panel.*

## 49 MINUTES - 27TH SEPTEMBER 2018

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

## 50 CABINET MEMBER UPDATE

The Cabinet Member for Development and Neighbourhoods – Councillor Bob Goodman gave the following updates:

- Waste - the Cabinet Member reported that recycling continued to exceed 60%. He added that there was still a need for more education on the issue and engagement of Curo.
- Litter Enforcement - the Cabinet Member reported that the final documents were being prepared.
- Keynsham Leisure Centre - the Cabinet Member reported that satisfactory progress was being made.
- Parks - the Cabinet Member reported that Parade Gardens had won a gold Britain in Bloom medal.
- Grass cutting - the Cabinet Member reported that work is being done to identify areas where there has been an issue.

### Questions from the Panel

Councillor Evans asked if there are more missed collections since the new scheme started. The Cabinet Member explained that this may have been correct when the new scheme started but now there was no difference.

Regarding a question from Councillor Gilchrist regarding Midland Bridge recycling centre, the Cabinet Member stated that there was nothing new to update, there will be consultation on the location.

The Cabinet Member for Transport and Environment – Councillor Mark Shelford updated the Panel on the following:

- Bence Garage – this is progressing well.
- Brougham Hayes – this will finish today and work will start on the Hayesfield crossing.
- Sally in the Woods – work successful
- Churchill subway – work due to finish in December.

- Parking – two and a half months into the new scheme, so far there has been a reduction in all day parking and increased use of Park and Ride.

### Questions from the Panel

Councillor Butters asked if there was progress on the A420 junction. The Cabinet Member explained that a business case was being worked on with South Gloucestershire Council.

Councillor Bull asked about coach parking on Wells Road. The Cabinet Member explained that after the Christmas Market period, coaches will be directed to Oddown Park and Ride.

Councillor Samuel asked if the Council has ever used its powers to issue notices to operators of buses that are idling. The Cabinet Member referred to Chris Major (Group Leader, Transport and Parking) who explained that enforcement had not been used to date but will be brought forward as part of the Clean Air Zone. Councillor Samuel asked why this power, which has been available since 2002, has not been used before. The officer replied that prosecutions need legal backing which had not been possible until now (with CAZ proposals).

The Panel received apologies from the Cabinet Member for Transformation and Customer Services - Councillor Karen Warrington.

## **51 PROPOSALS FOR A CLEAN AIR ZONE IN BATH**

The Panel received a presentation from Cathryn Brown, Team Manager for Licensing and Environmental Protection and Chris Major, Group Leader Transport and Parking, which covered the following:

- Health Messages
- Background – Direction from Defra
- Background – Shortlist of Schemes
- Preferred option – following technical assessment
- Options Assessed
- Proposed Charges
- How were the proposed charges set?
- Proposed Charges
- Proposed Clean Air Zone boundary
- Scheme Design for a small Class D CAZ
- Impact of Scheme – air quality (LAQM)
- Impact of Scheme – traffic volumes
- Impact of the Scheme – Economic
- Exemptions
- Concessions
- Other measures – proposed shortlist
- Proposed financial assistance packages
- Scheme Finances
- Engagement Feedback so far

- Programme
- Monitoring and Evaluation
- What are other local authorities doing?
- Key dates
- Sources of information
- Reminder of health improvements

Panel members asked the following questions and made the following points on the presentation: (*Officer responses are shown in italics*).

- Councillor Clarke asked if there was evidence of an excess of pulmonary deaths in Bath – *officers will check and report back.*
- Councillor Clarke asked for more information on the position of monitors in the business case. *Officers acknowledged that more specific information on locations could be included.*
- Councillor Butters stated that some spots that are shown as green at the moment may change to red after the CAZ is implemented due to rat running.
- Councillor Samuel asked what would happen if we still had exceedance in 5 years?
- Councillor Butters asked how close to compliance would we be with Class C?
- Councillor Samuel asked if Class D has been selected due to the risk of displacement. *Officers explained that all technical work up to now has been scrutinized by the Government Technical Panel and feedback has supported Class D. Officers also explained that Client Earth took a legal case against the Government and the judgement said that Local Authorities must ensure plans achieve compliance and meeting the limits had to be 'likely' not just 'possible'.*
- Councillor Bull asked what the projections for 2021 are based on. *Officers explained that certain things were taken into account such as the Government toolkit and ANPR data and the decrease in the number of vehicles causing emissions.*
- Councillor Samuel asked what the consequences would be if the Council does not meet compliance figures. *Officers explained that the monitoring officer is clear that we must comply with this legal obligation. There could be action taken against the authority.*
- Councillor Butters asked how people will know if they need to upgrade their car/engine – *officers explained that work is being done with Bath Hacked to provide a definitive tool for people to work this out.*
- Councillor Bull asked if the 24 hour charging period is fair to shift workers and what is the justification is for the 24 hour period? *Officers explained that the 24hour period is more likely to ensure behaviour change.*
- Councillor Butters stated that some NHS workers do not drive compliant vehicles and asked if they will be penalised? *Officers explained that concessions/exemptions can be arranged as long as it does not affect the overall limits.*
- Councillor Butters asked if there will be an effect on Tourism and Heritage Services? *Officers explained that they have spoken to the Roman Baths who have a sustainable travel plan and did not see a problem with the CAZ. Tourist coaches are used to visiting places such as London.*

- Councillor Butters asked how far out the signage goes? *Officers explained that there will be signs at Le Delamere services on the M4 and also from Warminster – signage is paid for by the Government.*
- Councillor Samuel made some comments on the proposed boundary regarding some specific issues such as Perfect View being a cul de sac and drivers turning back down Belgrave Crescent, half of which is residents parking. He explained that residents are very angry with this. He stated that rat running has not been considered enough and that there will be high levels of diversion which will create problems all over the city. Many drivers are trying to get to the RUH. There should be a comprehensive displacement management plan. *Officers explained that the proposed boundary is still up for comment and issues such as the practicalities of installing ANPR cameras and the space for cars to turn around have been taken into account. There will be a working group to work through specific residents issues and officers can come and speak to groups of residents.*
- Councillor Samuel stated that south of the city, there would be substantial displacement potential off Wells Road, some areas do not have residents parking schemes and some areas are not suitable for extra traffic. There is not enough information on displacement effects.
- Councillor Clarke asked if Highways England and Wiltshire Council been consulted? *Officers explained that Highways England were comfortable with the plan and that there are talks with neighbouring authorities.*
- Councillor Samuel asked if financial assistance is for BANES residents only and if the number that will need it is known as this will have to be measured against the funds available. *Officers explained that the intention is to support BANES residents.*
- Councillor Clarke stated that pollution from petrol cars is 7 ½ % and asked if the government would allow us to exempt them? *Officers explained that this would mean deferring the scheme.*
- Councillor Clarke stated that regarding taxi's having a year's grace, residents may not agree with this.
- Councillor Simmons asked if sufficient charging points will be installed. *Officers explained that they are bidding for charge point funding.*
- Councillor Samuel asked what would happen if funding is turned down or reduced and there was insufficient charging points in the city. *Officers explained that they were putting together the best business case possible to support the bid.*
- Councillor Bull asked if it is realistic to extend the Park and Ride hours with the Government funding. *Officers explained that First Bus support the proposals and costs are minimal. Regarding site safety, there will be enhanced CCTV coverage.*
- Councillor Butters asked if it would be possible to subsidise some services such as the East to the RUH. *Officers explained that this is being considered.*
- Councillor Samuel stated that many rural communities and parts of the city are not covered by the bus network and that there is no east/west service to the RUH. He asked what the Council will do to support the private bus network as there must be an alternative to cars. The WECA Mayor has this power. Buses are the key to success and the proposals are underdeveloped

in this regard. *Officers explained that they are looking at the bus strategy with WECA.*

- Councillor Samuel stated that we have to let DEFRA know how many people will need assistance and asked that officers show the calculations behind the slide 'Financial Assistance Packages'. *Officers explained that the proposal to the Government is not yet finalised and there was still engagement with groups.*
- Councillor Samuel asked if a portion of the £9 will go to DEFRA? *Officers explained that there is no fixed figure yet but it is possibly around 10%.* Councillor Samuel stated that it was unacceptable that the Government have imposed this and then take back 10% of costs, they should fully fund the scheme.
- Councillor Butters asked who would collect the money and carry out the follow up and enforcement work. *Officers explained that it will be similar to bus lane administration and enforcement.*

*Officers asked members to encourage residents to attend the drop in events on the CAZ to give their views.*

It was **RESOLVED** that:

The Panel welcomed the opportunity to comment on the Clean Air Zone (CAZ) Outline Business case (OBC) and thanked officers for their work on this difficult project. However the Panel considered that insufficient action had been taken in a number of areas to mitigate the impact of the CAZ. The Panel therefore calls on the Cabinet to:

1. Publish more clearly the evidence and reasoning to justify the selection of a Class D CAZ over a Class C CAZ as this currently is not well expressed in the OBC.
2. Prepare detailed proposals to prevent and mitigate traffic displacement around the CAZ alongside the OBC to ensure that local communities are not adversely affected by rat-running.
3. Develop in greater detail the proposed financial assistance scheme for residents and businesses owning non-compliant vehicles requiring replacement, to provide greater clarity on who will benefit from such a scheme.
4. In respect of 3. above, ensure that bids to DEFRA are sufficient to fully fund the scheme.
5. Ensure that proposals are developed alongside the CAZ that ensure that the B&NES public bus network is able to provide a viable alternative to urban and rural residents seeking to minimise their use of private vehicles. The Panel also calls on the Cabinet to ensure that the WECA Mayor fully supports this request and allocates funds to support it.
6. Raise concern with DEFRA that its proposed deduction of 10% from the CAZ charges will reduce the Council's ability to fund sustainable transport

initiatives to maintain the CAZ benefits long term and that this proposal should be withdrawn.

**52 PANEL WORKPLAN**

The Panel noted the workplan and it was agreed that the 19<sup>th</sup> November meeting be cancelled as items cannot be brought to that meeting due to officers working on the Clean Air Zone.

The meeting ended at 7.30 pm

Chair(person) .....

Date Confirmed and Signed .....

**Prepared by Democratic Services**

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<b>Bath &amp; North East Somerset Council</b>		
<b>MEETING/ DECISION MAKER:</b>	<b>Communities, Transport and Environment Policy Development &amp; Scrutiny Panel</b>	
<b>MEETING/ DECISION DATE:</b>	<b>21<sup>st</sup> January 2019</b>	<b>EXECUTIVE FORWARD PLAN REFERENCE:</b>  <i>n/a</i>
		<b>E 9999</b>
<b>TITLE:</b>	<b>Community Asset Transfer Policy and Guidance</b>	
<b>WARD:</b>	All	
<b>AN OPEN PUBLIC ITEM</b>		
<b>List of attachments to this report:</b> Draft Community Asset Transfer Policy and Guidance Draft Equalities Impact Assessment		

## **1 THE ISSUE**

- 1.1 A draft Community Asset Transfer policy and guidance has been prepared. This builds on the review of Community Asset Transfers undertaken by the Resources Policy Development & Scrutiny Panel Task and Finish Group in 2013, and follows the Council's agreement to a programme of transferring Council community assets

## **2 RECOMMENDATION**

- 2.1 The Community, Transport and Environment Policy Development & Scrutiny Panel is asked to review the draft policy and provide comments ahead of the report being presented to Cabinet in February.

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

- 3.1 There are significant implications of the draft policy on the Council's approach to assets, and these are contained within the draft.

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

- 4.1 Under s123 of the Local Government Act 1972, any disposal by the Council of an asset in excess of 7 years (including leasehold interests) must obtain "best consideration", unless the General Disposal Consent (England) 2003 can be applied or a specific consent is obtained.
- 4.2 The General Consent allows specified circumstances where the consent can be applied:

4.3 The local authority considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of any one or more of the following objects in respect of the whole or any part of its area, or of all or any persons resident or present in its area;

- i) the promotion or improvement of economic well-being;
- ii) the promotion or improvement of social well-being;
- iii) the promotion or improvement of environmental well-being;

and;

4.4 The difference between the unrestricted value of the land to be disposed of and the consideration for the disposal does not exceed £2,000,000 (two million pounds).

4.5 The aim of the draft policy provides a detailed framework and criteria for organisations wishing to apply. It follows the principles set out in the guidance document produced by “Locality” on community asset transfer and draws also from examples taken from other local authorities including Bristol, Isle of Wight and Wigan.

## **5 THE REPORT**

5.1 Since 2013, the Council has undertaken a series of Community Asset Transfers including Scout land at Kelston Road, Alexandra Bowls Club and Somerset & Dorset Heritage Railway. These have been built around the following outcomes:-

- An appropriate, not-for-profit legal entity, and governance structure to ensure effective management of the asset.
- Alignment between the work and objects of the organisations and the Council’s own Corporate Plan objectives.
- Opportunities for enhancing the capacity of local voluntary and community organisations and empowering them to deliver their objects.

5.2 The draft policy has built upon these principles and will provide a more structured process for dealing with requests. Whilst it will not restrict the opportunities available, it will provide clarity regarding assets that are not in scope.

5.3 It is proposed that the Council will operate a four -stage process, this includes;

1. Assessment of the Asset;
2. Expression of Interest;
3. Business plan and;
4. Completion.

5.4 As part of stage 1, Assessment of the Asset, it will be essential that the condition of the asset is understood so that an assessment can be made regarding the need for future investment weighed against the long term community benefit.

5.5 Defining a more structured process and offering more support to the community, it is hoped that organisations will understand their responsibilities, ensure that they have an effective and appropriate governance structure in place and have the financial capability to manage an asset.

5.6 The draft policy recognises that the Council may, in future, use Community Asset Transfers as a route to continue a service, an example being Community Run Libraries and Youth Services. A similar process has been successfully used as part of the Modern Libraries Programme to implement a series of Community Run Libraries. This process has enabled organisations to understand their responsibilities, potential liabilities and ensure they have the resources to deliver the service.

- 5.7 Subject to approval, the policy will form part of the Council's Corporate Asset Management Plan.
- 5.8 The process will be managed within existing resources and in collaboration between Property Services and the Communities Team.

## **6 RATIONALE**

6.1 The draft policy will ensure that:

- there is clarity regarding what assets are within the scope of the policy;
- a fair and transparent process is followed, allowing, where appropriate, communities to bid for assets that are considered of community benefit;
- organisations are fit for purpose, have good governance, understanding their liabilities and have the financial capability to successfully operate;
- the Council's corporate priorities are delivered;
- community interests are safeguarded in the longer term.

## **7 OTHER OPTIONS CONSIDERED**

7.1 None.

## **8 CONSULTATION**

- 8.1 The consultation on the draft policy has been open since 17<sup>th</sup> December 2018 and will run until 25<sup>th</sup> January 2019.
- 8.2 The draft policy has been produced in collaboration between the Estates and the Communities Team. Other service areas have been invited to input in the draft and make comments. An Equalities Impact Assessment has been produced and is attached to this report.
- 8.3 In addition, details have been sent to organisations currently in discussion with the Council regarding community asset transfers and those organisations who have been through the process. Ward Councillors, all Parish Councils, 3SG Group and the six Connecting Communities Forums have also been encouraged to comment.
- 8.4 The consultation has been made available on the Council's website. A press statement to announce the details of the draft policy was issued on 21<sup>st</sup> December.
- 8.5 Further work will be carried out on refining the appendices to the draft policy particularly developing a minimum standard of repair and building conditions as well as the assessment criteria in line with the Council's procurement standards.
- 8.6 Additional material will be produced including a shorter and simplified version of the policy to assist organisations considering community asset transfers in understanding the process and their responsibilities.
- 8.7 All comments received from the consultation will be presented to the Council's Cabinet meeting on the 6<sup>th</sup> February.
- 8.8 The policy will be reviewed within 12 months of adoption.

## **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>	<p><i>Richard Long, Head of Estates, Property Services</i></p> <p><i>Andy Thomas, Head of Strategy, Engagement and Marketing</i></p> <p><i>Sara Dixon, Locality Manager, Communities Team</i></p>
<b>Background papers</b>	<p>A review by the Resources Policy Development and Scrutiny Panel Task and Finish Group Review March 2013 - <a href="https://democracy.bathnes.gov.uk/documents/s24822/CommAssetApp.pdf">https://democracy.bathnes.gov.uk/documents/s24822/CommAssetApp.pdf</a></p> <p>Bath &amp; North East Somerset Council Budget report February 2013 - <a href="https://democracy.bathnes.gov.uk/documents/g3217/Public%20reports%20pack%2019th-Feb-2013%2018.30%20Council.pdf?T=10">https://democracy.bathnes.gov.uk/documents/g3217/Public%20reports%20pack%2019th-Feb-2013%2018.30%20Council.pdf?T=10</a></p> <p>Locality Guidelines Community Asset Transfers - <a href="https://locality.org.uk/services-tools/support-for-councils-service-providers/community-asset-transfer/">https://locality.org.uk/services-tools/support-for-councils-service-providers/community-asset-transfer/</a></p> <p>Bristol City Council Community Asset Transfer Policy - <a href="https://www.bristol.gov.uk/people-communities/community-asset-transfer">https://www.bristol.gov.uk/people-communities/community-asset-transfer</a></p> <p>Isle of Wight Community Asset Transfer Policy - <a href="https://webcache.googleusercontent.com/search?q=cache:T8f-t5D56X0J:https://www.iow.gov.uk/documentlibrary/download/isle-of-wight-community-asset-transfer-process-a-how-to-guide-for-applicants+&amp;cd=1&amp;hl=en&amp;ct=clnk&amp;gl=uk">https://webcache.googleusercontent.com/search?q=cache:T8f-t5D56X0J:https://www.iow.gov.uk/documentlibrary/download/isle-of-wight-community-asset-transfer-process-a-how-to-guide-for-applicants+&amp;cd=1&amp;hl=en&amp;ct=clnk&amp;gl=uk</a></p> <p>Wigan Council – Community Asset Transfer Policy - <a href="https://www.wigan.gov.uk/Council/Strategies-Plans-and-Policies/Community-asset-transfer.aspx">https://www.wigan.gov.uk/Council/Strategies-Plans-and-Policies/Community-asset-transfer.aspx</a></p>
<p><b>Please contact the report author if you need to access this report in an alternative format</b></p>	

# **DRAFT Community Asset Transfer Policy**

December 2018 version 7

**Bath & North East Somerset Council**



# **Draft Community Asset Transfer Policy**

## **Content**

1. Overview
2. Definitions
3. The Council's Strategic priorities for Community Asset Transfer
4. Assets within the scope of the Community Asset Transfer policy
5. Differences between Community Asset Transfers and Assets of Community Value
6. Ownership terms and agreements
7. Calculating the value of the Community Asset
8. Criteria applied to all Community Asset Transfer
9. Eligible organisations
10. Applying for a Community Asset Transfer
11. Assessment process
12. Monitoring
13. Review
14. Support available
15. Useful resources

## **Appendices**

Appendix 1 – Sample Heads of Terms

Appendix 2 – Service Level Agreement (draft)

Appendix 3 – Community Asset Transfer application process

Appendix 4 – Preparing a business plan

Appendix 5 – Assessment Criteria (further work required in line with procurement standards)

Appendix 6 – Principles for minimum standard of repair and building condition (to be completed)

# Draft Community Asset Transfer Policy

## 1. Overview

Since the Quirk Report 2007 and the introduction of the Localism Act 2011, there has been a growing interest by both local Councils and the third sector in transferring property assets into community ownership. Councils and central government have recognised that community assets can provide better outcomes, offer better value as well as create greater freedoms for partner organisations to tailor services and draw down external investment.

Under s123 of the Local Government Act 1972, any disposal by the Council of an asset in excess of 7 years (including leasehold interests) must obtain “best consideration”, unless the General Disposal Consent (England) 2003 can be applied or a specific consent is obtained.

The General Consent allows specified circumstances where the consent can be applied:

- a) the local authority considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of any one or more of the following objects in respect of the whole or any part of its area, or of all or any persons resident or present in its area;
  - i) the promotion or improvement of economic well-being;
  - ii) the promotion or improvement of social well-being;
  - iii) the promotion or improvement of environmental well-being;
- and;
- b) the difference between the unrestricted value of the land to be disposed of and the consideration for the disposal does not exceed £2,000,000 (two million pounds).

The Council has undertaken a number of Community Asset Transfers over the last eight years with various organisations where they have demonstrated that they are delivering services in our area and that their proposals can fulfil the following criteria:

- That they are an appropriate, not for profit legal entity, with a suitable governance structure to ensure effective management of the asset;
- There is an alignment between the work and objectives of the organisation and the Council’s own Corporate Strategy and;
- Opportunities are created for enhancing the capacity of the third sector and empowering them to deliver their objectives.

This policy document builds upon the work already undertaken by the Local Authority and follows the principles set out in the guidance document produced by “Locality” on Community Asset Transfer and examples taken from other local authorities including Bristol City Council, Isle of Wight and Wigan Borough Council. This policy creates a straight forward process for organisations to apply for a Community Asset Transfer. This is essential to ensure that the wider community interests are safeguarded and that the overall objectives agreed for each asset transfer will continue to be delivered in the longer term. The Council will review this policy in line with its Corporate Strategy 2016-2020.

## 2. Definitions

- **Asset of Community Value** – also known as “Community Right to Buy” or “Community Right to Bid” allows defined organisations, including Parish Councils, to ask the Council to list certain assets as being of “community value”. This is designed to give communities more opportunity to take control of assets and/or facilities important to them. If an asset is listed and then comes up for sale, the new right gives communities a total of 6 months to put together a bid to buy it.
- **Community Asset Transfer** (as defined by Locality) “Community assets are land or buildings that have current or future potential use for community value. They can be brought into community ownership through a number of routes, and can involve different organisational structures and terms of ownership.”
- **Equalities Act 2010** - The Equality Act 2010 legally protects people from discrimination. It replaced previous anti-discrimination laws with a single Act, making the law easier to understand and strengthening protection in some situations.
- **Expression of Interest (EOI)** – The Expression of Interest is a written proposal made from an organisation who is interested in taking over a community asset.
- **Heads of Terms** - A set of terms within an agreement or letter of intent that is non-binding, outlining the main issues relevant to a tentative (partnership or other) agreement.
- **Localism Act 2011** – an Act of Parliament passed to facilitate the devolution of decision making powers from central government control to individuals and communities
- **Land Registration Act 2002** – together with the Land Registration Rules 2002 regulates the role and practice by simplifying and modernising the registration of land.
- **Service Level Agreement (SLA)** – is an agreement between the organisation and the council that defines the level of service expected from the organisation. SLAs are output-based in that their purpose is specifically to define what the customer will receive.
- **Third Sector** – these are organisations commonly known as voluntary and community organisations. Their governance structures vary. They can be registered charities, trusts, social enterprises, mutual and co-operatives.
- **Transfer** – is defined as “passing ownership or management of a building or piece of land from a public sector body to a third sector organisation.”

## 3. The Council’s Strategic priorities for Community Asset Transfer

The Council’s Corporate Strategy 2016 – 2020 is the overarching strategic plan that sets out the Council’s priorities until 2020. It sets out how the Council will deliver its vision and build on its progress to create efficiencies through innovation, improving the way we work and increasing income. The overall approach to Community Asset Transfers will support the four corporate priorities by delivering the following desired outcomes and benefits:

- *A strong economy and growth* - Community assets are often at the heart of a community creating a sense of civic pride, engaging local people and can help diversify the range of assets. They are spaces for social interaction and help create

networks of support that address local needs. They can increase volunteer capacity as well as creating jobs and training opportunities for local people.

- *A focus on prevention* - Community assets offer spaces where local people can come together to access vital services and amenities and support each other. Organisations can use their local knowledge and understanding of their communities to tailor their services. Transferring an asset with an associated service into community ownership can ensure its sustainability and provide added social value.
- *An efficient business* - Organisations are more likely to be able to reduce their overheads through new, localised ways of working and the involvement of volunteers as well as working with other partner organisations to share resources. They are also able to lever in external funding and other resources that might not otherwise be available to public sector bodies. This can increase financial sustainability and security of the community asset.
- *A new relationship with customers and communities* - Working together to solve local needs and provide local solutions can strengthen the relationship between the community and the Council. Community Assets offer the opportunity to support shared objectives and meet common goals.

The Council will prioritise its resources in the following areas :-

- Protecting and caring for our most vulnerable;
- Nurturing our residents' health, safety, and wellbeing;
- Providing ways for everyone in the community to reach their full potential.

#### **4. Assets within the scope of the Community Asset Transfer policy**

Community Asset Transfers apply to land or buildings that have current or future potential community use.

Where an asset has become surplus to operational requirements or where it is currently run as a community asset and its agreement is due to end, an assessment will be made on the future options including whether the asset is appropriate for Community Asset Transfer.

As part of the assessment consideration will be given to:

- The retention within the Council (both strategic long term objectives and operational requirements)
- Open market disposal
- Change of use / redevelopment
- Potential for Community Asset Transfer

If a Community Asset Transfer is being considered, further consideration will be given to protecting the asset, the need for investment and the community service offered.

The Council may use Community Asset Transfers as a route to continue a service where the community have expressed an interest in running a service – example Community Run Libraries.

In most cases, the Community Asset Transfer will not generally exceed the land value of £2,000,000, unless in exceptional circumstance. In this case a separate process would be required and the permission from the Secretary of State would be required.

There are a number of assets which will not be considered as a Community Asset Transfer, these include land or buildings;

- within the Council's Investment Estate (eg retail and office space)
- earmarked by the Council's Property Company ADL
- earmarked for capital receipt / disposal
- required for operational purposes
- retained for legal, contractual or other reasons

Where a Community Asset Transfer is determined as the preferred option, the Council, will invite expressions of interests.

Where they can demonstrate that there are social, economic or environmental benefits the transfer of management and/or ownership of the asset to a community organisation will involve a transfer at less than market value. This will be in the form of a lease. The Council will not restrict its CAT to 'low value' or difficult to dispose of assets as this will narrow the scope of the policy.

All decisions will be made at the Council's discretion, irrespective of the strength of the business case presented. The Council may decide at any time not proceed with a Community Asset Transfer.

## **5. Differences between Community Asset Transfers and Assets of Community Value**

There is often confusion made between a Community Asset Transfer and what are defined as Assets of Community Value. Although they share some of the same objectives, the crucial differences are:

- CAT is the transfer of ownership or management of public land or buildings from its owner (usually a local authority), whereas the Assets of Community Value can apply to some public and some privately-owned assets.
- CAT is the transfer of management or ownership at less than market value. Assets of Community Value sets out a defined period of time for community organisations to compete to buy an asset on the open market.
- CAT is a voluntary process. The Council has a legal duty to list Assets of Community Value if certain criteria is met.

For more information, about how to register an [Asset of Community Value](#).

## **6. Ownership terms and arrangements**

The Council will give careful consideration to the ownership terms of any CAT application. In most cases the Council will offer a lease transfer. This will be dependent on a number of factors including the use and condition of the asset, capacity to manage and raise funds and the outcomes to be achieved.

The following is a guide to the length of terms that the Council may apply:

Short term	Management agreement or licence to occupy granted up to 1-2 years or a short term lease up to 6 years
Medium term	7 years up to 24 years lease
Long term	25 years +
Freehold	In exceptional cases

Attached in Appendix 1 is a sample heads of terms.

The Council will aim to work with organisations to ensure lease terms provide maximum benefit for both the organisation and Council. In all cases, leases will include a service level agreement (SLA) and terms that ensure the asset is returned if these agreements are not met or the organisation is dissolved, becomes insolvent or due to any other circumstances.

The SLA will set out the agreed outcomes for the approved use of the asset. The tenant will be required to provide an annual report to the Council which will demonstrate how they have complied with the conditions of the agreement.

## **7. Calculating the value of the Community Asset**

Community Asset Transfer usually involves a transfer at less than market value. The level of subsidy applied to the asset transfer, will be determined by the social, economic or environmental benefits generated by the transfer and the market value of the asset. The value of the transfer will vary. It cannot be assumed that this will automatically be reduced to nil, as the subsidy will be dependent upon the benefits demonstrated.

## **8. Criteria applied to all Community Asset Transfer**

Any organisation wishing to apply for a Community Asset Transfer must demonstrate that they have:

- A clear vision for the future use of the building
- Prepared a financially viable business case.
- Good governance, robust financial systems and up to date policies and procedures
- A proven track record of successfully managing a community building, or have trustees or board members that have community and voluntary sector experience
- Contributed towards the Council's Corporate priorities (as set out above in xx)
- A clear community/social demand for the proposal.
- Directly benefiting as wide and diverse a range of local people as possible.
- An appreciation of the current Health & Safety and Fire Safety legislation.
- An understanding of Equalities legislation, including the Equality Act in relation to the accessibility of public buildings and the delivery of services

## **9. Eligible organisations**

Organisations that are not for private profit will be considered to apply for a Community Asset Transfer. This includes the following organisations:-

- parish and town councils

- incorporated charitable organisations including CIOs and Trusts
- companies limited by guarantee with charitable status
- community interest companies (CIC) limited by guarantee or by shares
- community benefit industrial & provident societies with an asset lock

Privately owned or commercial organisations can only be considered where they demonstrate that their main aim is to deliver social, economic or environmental benefits eg. social enterprises.

National organisations whose remit is regional or nationwide will not normally be considered for CAT.

## **10. Applying for a Community Asset Transfer**

The Council will operate a four stage process. See Appendix 2 for more details. The first stage will be an assessment of the future potential uses of the building (see 4 above). Once the asset has been identified as a Community Asset Transfer, organisations will be invited to submit an expression of interest which will determine the eligibility of the organisation and their proposal.

If successful, the third stage will require the applicant to submit a detailed business plan for which advice and guidance is offered, also see attached Appendix 3.

The final stage will be the practical implementation and legal steps required in the Community Asset transfer process.

If your organisation is currently occupying a Council asset and your leasing arrangements are due to expire, you will be required to re-apply under the terms of this policy.

## **11. Assessment process**

The application process is set out in Appendix 3 and the assessment criteria is set out in Appendix 5. A panel (made up of Council officers) will undertake the assessment of all the Community Asset Transfer applications. The assessment will be presented to the B&NES Project Board and final approval will be made by a Cabinet Member.

Where an application does not meet the criteria for a Community Asset Transfer, in the first instance the reasons for the refusal will be discussed between the applicant and the Council. Advice will be given on how the application can be improved or, if further work is required, make it more robust to deliver its proposals. Following any improvements (required within six months of any refusal – thus allowing for improvements to be made) the applicant would be requested to submit its improved application. This would then be reassessed and a decision given in writing, including reasons in the event of a refusal.

## **12. Monitoring**

All Community Asset Transfers will include a Service Level Agreement that will form part of the lease which sets out the agreed outcomes and evaluation on the use of the building. The organisation will be expected to provide an annual report in line with the agreed arrangements. These may include usage statistics, service evaluations, or other key indicators which will be clearly laid out in the service level agreement. Failure to do so may result in a loss of rental subsidy.

### **13. Review**

This policy will be reviewed twelve months following the approval date.

### **14. Support available**

The Council's Communities Team can provide applicants support in preparing their business case and submitting their plans. It is advisable that organisations arrange initial meetings with the team to discuss their proposals.

### **15. Useful resources**

The information below is provided as a guide to applicants only and does not imply that the Council endorses the views and information provided by external organisations.

#### **General**

- [B&NES Voluntary Sector Support](#) - useful sources of information for voluntary organisations.
- [Locality](#) - national network providing resources, case studies and toolkits.
- [Gov.uk](#) - government website including Charity Commission, HMRC.
- [NCVO \(National Council for Voluntary Organisations\)](#) - NCVO provide resources, research and expertise for the VCS sector.
- [DSC Directory of Social Change](#) - publications, guides and resources.

#### **Funding**

- [B&NES Funding Bulletin](#) - a monthly bulletin produced by the Council detailing grants, funding programme and trusts.

#### **Managing a building**

- [Action with Communities in Rural England](#) – guidance on running a village hall.
- [Health and Safety Executive](#) – guidance, risk assessment and policy templates

#### **Licences and permits**

- [Bath & North East Somerset Council](#) – alcohol licences, events, gambling
- [Bath & North East Somerset Council](#) - Food standards

#### **Planning permission**

- [Bath & North East Somerset Council](#) – planning permission and advice
- [Bath & North East Somerset Council](#) – listed buildings
- [Bath & North East Somerset Council](#) - building regs

#### **Business Rates**

- [Bath & North East Somerset Council](#) – business rates relief and exemptions



**Bath & North East Somerset Council**

**SERVICE LEVEL AGREEMENT Template**

**Introduction**

This document is a formal agreement between Bath & North East Somerset Council and [xxxxxxxxxxxxxx] defining the main responsibilities of each party for the running of [xxxxxxxxxxxxxx].

As a community asset it is intended to complement and be consistent with the relevant policies of Bath and North East Somerset e.g. Equality and Diversity.

This agreement is made the [xxxxxxx] between Bath & North East Somerset Council (The "council") and the present officers of the [xxxxxxx]

Bath & North East Somerset Council and [xxxxxxxxxxxxxx] have agreed to work together in the operation of a [xxxxxxx] at [xxxxxxx] ("The Centre") for the benefit of the inhabitants ("the beneficiaries") of xxxxxxx and the environs in the county of Bath & North East Somerset (hereinafter called the "area of benefit").

**This agreement witnesses:**

1. The agreement starts on {date} and will be reviewed every x years on the anniversary of this date and in conjunction with the review of the open market rent. The current rent is £xxxx of which a subsidy of £xxxx will be made by the Council. The balance of £xxx being the subsidised rent due from the xxxxx.
2. The xxxxxxx will:
  - a) Have a clear vision for the use of the building.
  - b) Good governance, robust financial systems and up to date policies and procedures.
  - c) Contributed towards the Council's Corporate priorities.
  - d) Directly benefiting as wide and diverse a range of local people as possible.
  - e) Being a democratic organisation in the way it conducts its affairs and makes decisions.
  - f) Manage its affairs through a proper governance structure, holding Annual General Meetings for members and open meetings for the public where appropriate.
  - g) Undertake to ensure the organisation, management and activities contribute to best practice in respect of Equal Opportunities.
3. Specifically the [xxxxxxx] will:
  - a) In managing and operating the [xxxxxx], endeavour to ensure it is open to all groups and individuals.

- b) Demonstrate its commitment to Equal Opportunities in any literature or publicity issued, including the advertisement of posts and the services/facilities offered.
- c) In relation to matters of employment, operate within current legislation and work towards best practice in relation to paying staff the proper rate for the job with job descriptions, contracts of employment, itemised pay statements and appropriate insurances.
- d) Keep in force insurances covering the [xxxxx] responsibilities for contents, public liability and employer's (where appropriate), and any activities for which the [xxxxx] has liability.
- e) Obtain and keep in force the appropriate licences for all activities in the [xxxx] and in connection with the work of the [xxxxx].
- f) Demonstrate satisfactory levels of financial administration:
- g) The [xxxxxx] will be expected to maintain properly accounting procedures. Documentary evidence will be kept for the books of account and will include invoices, receipts, bank statements and cheque books stubs.
- h) A projected Annual budget for the next financial year is produced.
- i) Independently audited accounts are produced.
- j) Refrain from publicising any material which in whole or part appears to be designed to affect public support for a political party or whose objectives contravene the aims of the [xxxxxxxxx]'s constitution.
- k) Provide an annual report including financial accounts to the Council.

NOTE - Additional information will be added relevant to the applicants agreed outputs and outcomes.

4. The Council will:

- a) Allocate an Officer who will act as a link to the [xxxxxxx], provide advice, guidance and assistance on request, or redirect enquiries as required.
- b) Monitoring the activity of the organisation against the outputs and outcomes agreed.
- c) Attend any relevant meetings of the [xxxxxx] as required.

## **Community Asset Transfer Application process**

### **Stage One: Assessment of Asset**

- Step 1: Assessment of the Asset – is it surplus to requirements and is the asset eligible for a Community Asset Transfer?
- Step 2: If yes, Expressions of interest are invited.

### **Stage Two: Expression of Interest (please allow at least three months to complete)**

- Step 3: The applicant is asked to provide a written proposal of no more than 4 sides of A4 that explains:
- Why the asset is required by the organisation?
  - The aims and objectives
  - Who are the beneficiaries?
  - The support from the community and partners
  - Demonstrate effective management and governance arrangements
- Step 4: An assessment of the proposal will be made by a panel of council officers and in advice sought from B&NES Property Board in consultation with the Cabinet Member.
- Step 5: The decision will be recorded on the Officers Decision register.
- Step 6: The applicant will be notified within three months of receipt of the EOI. If unsuccessful the applicant will receive a written response explaining the reasons. An initial unsuccessful EOI does not preclude from further submissions.
- Step 7: If successful, draft heads of terms and SLA discussed.

### **Stage Three: Business Plan (please allow at least six months to complete)**

- Step 8: A minimum of a 5 year business plan will be required to be submitted. Details of what should be included in the business plan are described in more detail in Appendix 4.
- Step 9: An assessment of the business plan will be made against the CAT criteria by a panel of Council officers which will include consultation with the local parish or town council, elected members and other key stakeholders where appropriate.
- Step 10: Legal and professional advice sought by officers and cost benefit analysis
- Step 11: Heads of terms and SLAs drafted.
- Step 12: A written report for a decision will be required. The report will be presented to the B&NES Property Board. If agreed, the final decision will be made by the Cabinet Member. In exceptional circumstances, a CAT may require the approval by Full Cabinet.

**Stage Four: Completion**

Step 13: Finalise documentation and lease including service legal agreement

Step 14: Property Management regime i.e. hand over of building

Step 15: Annual review

DRAFT

## **Preparing the Business Plan**

This guide has been prepared by Bath & North East Somerset Council to provide support for organisations wishing to apply for a Community Asset Transfer. It focusses on the areas where the business plan will be assessed. This is only intended as a guide and the applicant must ensure that it has demonstrated it has met the criteria for the Community Asset Transfer as detailed above in 8.

### **1. About the organisation**

An outline of your organisation's aims, objectives, track record and legal status. You should also describe:

- the services and activities your organisation currently provides, how these are run and who benefits from your work.
- the organisation's management structure, decision making process, committees and other governance arrangements
- The roles and responsibilities of trustees, staff, volunteers and their involvement in the project with reference to their relevant skills, experience and expertise, and their current and future involvement in this project.
- Evidence of track record of effective governance through open and accountable processes, with adequate monitoring, evaluation and financial management systems.

#### **Supporting documents**

- *Details of Charity Number / Company Registration Number.*
- *Copy of the Governing documents*
- *Copies of insurance documents*
- *Other supporting documentation such as annual reports, minutes of meetings*

### **2. The vision for the future use of the building**

This section should describe how the Community Asset Transfer will help deliver your objectives including:

- A description of what you are trying to achieve.
- About the asset, its location, size and capacity.
- How you would operate the asset and service?
- What have you achieved so far?
- What services you intend to deliver?
- How you would develop any community activities?
- Details of the type of Community Asset Transfer required including the length of lease sought and the reasons why.
- How you are contributing towards the Council's Corporate priorities
- Any relevant research, studies or other data that has been collected.
- You may also wish to also include a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats analysis)

### **3. The need and benefits**

The organisation will need to identify the needs that will be met by the Community Asset Transfer as well as demonstrating how you will benefit as wide and diverse range of local people as possible. Including details about:

- The community (whether a geographical one or community of interest) your project is seeking to serve
- Who are the existing and target beneficiaries?
- Details of the anticipated benefits that the Community Asset Transfer will produce and how these will be measured
- What community support do you have for your proposal?
- Knowledge of other relevant existing community services and facilities
- What partnerships have been put in place or what opportunities are you exploring to work collaboratively and build partnerships

**Supporting documents**

- *Include results from any community consultation exercises you have undertaken (including the methodology used, the results and the conclusions you are drawing from this) and plans for further consultation*
- *Evidence of support from key partners, stakeholders and potential funders*

**4. Impact of the activities**

Include in this section details of the activities, the outputs and outcomes of your project and what the longer term impact will be. Below is an example of how you can assess the impact.

Activities	Outputs	Outcomes	Impact
What did you do?	What happened as a direct result of the activity?	What longer term change occurred as a result	What big picture change has happened?
<b>Social impacts</b>			
<ul style="list-style-type: none"> <li>• Community lunch club for older residents</li> </ul>	<ul style="list-style-type: none"> <li>• 40 individuals attended the lunch club weekly</li> </ul>	<ul style="list-style-type: none"> <li>• Provided nutritious meals for older residents</li> <li>• Used surplus food from local supermarkets</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced isolation and loneliness in older residents</li> <li>• Improved the wellbeing of older people</li> </ul>
<b>Economic impacts</b>			
<ul style="list-style-type: none"> <li>• Jobs creation/support for existing jobs and training</li> </ul>	<ul style="list-style-type: none"> <li>• 2 jobs created</li> <li>• 10 training courses held</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities for local employment</li> <li>• Improving the skills of local people</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced unemployment</li> </ul>
<b>Environmental impacts</b>			
<ul style="list-style-type: none"> <li>• Local activities for older residents</li> </ul>	<ul style="list-style-type: none"> <li>• 10 out of town journeys saved</li> </ul>	<ul style="list-style-type: none"> <li>• Extending the services and facilities for local residents</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in carbon emissions reducing the need to travel</li> </ul>

**5. Project resources**

The organisation will need a range of resources. You will need demonstrate that the you have a proven track record of successfully managing a community building or that you have board members that have community and voluntary sector experience. Include in this section details regarding:

**Staffing and volunteer resources**

- the staff and volunteers who will deliver this project and their roles.

- the number of staff and volunteer roles that will be created for this project including a structure diagram and the reporting lines for the project.
- How do you ensure that staff and volunteers have skills/knowledge relating to safeguarding, equalities and health and safety duties? Trustees in particular should demonstrate that they are aware of their responsibilities.
- any recruitment or training plans including timescales and costs.

**Management and supervision resources (organisation structure and project structure)**

- how staff, volunteers, consultants and other human resources within the project will be managed.
- who will manage the finances and what experience they have.
- the arrangements you have for managing your current work and any new arrangements that will be put in place for this project.
- what policies the organisation already has and what policies the organisation will have to develop to deliver this project.

**Partnership working and stakeholders**

- who are your partners
- what their role will be
- what the advantage of involving them is how you will manage the partnership
- what commitment to the project they have provided their relevant experience.

**Supporting documents**

- *Copies of the all the organisations policies and procedures such as HR policies, volunteer management, GDPR etc.*
- *Copies of insurance policies including employers liability, trustees insurance etc.*

**6. Managing the building**

The organisation will need to demonstrate how it will effectively manage the building, taking account of health and safety, licences and permits, ongoing maintenance as well as demonstrating the practical skill and knowledge needed to run the building. In this section you will need to consider, not all questions will relate to your building:-

- How energy efficient is the building? Do you have plans to reduce our utility bills?
- What recycling and waste collections have you put in place?
- Do you have a Health and Safety policy? Have you undertaken a risk assessment?
- Have you produced a fire evacuation plan? Do you have a fire marshal?
- What first aid provision do you have in place?
- What do you need to do to run a café or bar in the building?
- What insurance do you need to run the building?
- What hire policies do you need for your building?
- What licences will you need to play music / radio in your building?
- What training have you considered for your staff, volunteers and
- Where can you get training in building management?
- Are there roles that will need to have a Disclosure and Barring check?
- Who is responsible if things go wrong in our building?
- What kind of regular maintenance do you need to do?
- What kinds of repairs or improvements need building regulation approval, planning application or listed building consent?
- Do you need a change of use permission to incorporate all your uses?

**Supporting documents**

- *Copies of all the organisations policies and procedures including the Health and Safety Policy, Risk assessment*
- *Copies of insurance policy*

**7. Equalities, accessibility and diversity**

The organisation will need to demonstrate how it will make sure the premises operates in a non-discriminatory way: how the plans ensure that all sections of the community are included and potential barriers to access are identified and addressed. Consideration should be given to employees, volunteers and service users. The organisation's equalities policy should ensure it addresses all of the nine protected characteristics of the Equality Act 2010.

Your organisation will need to demonstrate :-

- How it will proactively work to promote equality, eliminate discrimination, and foster good relations?
- How it will encourage new groups to form to meet community needs?
- How it will offer a neutral and accessible space that is welcoming to all sections of the community?
- What are your legal obligations for working with children, young people or vulnerable adults?

Below are a number of scenarios which may help you consider how you will respond to the different needs of the community

- The management committee wants to ban the youth group from using the hall because they broke a window last time they used it. What should you do?
- The building is not very accessible for people with mobility impairments or wheelchair users. What can you do?
- A women's group wants to stop men coming into the building when they are there. What should we do?
- A user group wants to allocate a room in the building as a prayer room but others have objected. Where can you get advice?

**Supporting documents**

- *A copy of the Equality and Diversity policy*

**8. Project delivery**

This section should include detailed information about the project, the jobs it will create (if relevant); volunteering opportunities; and describe any services or activities it will provide. Also include issues such as planning and licencing permissions that you will need. Include:

- activities and services delivered
- how many jobs will be created, including whether they will be full-time, part time, temporary, seasonal or permanent (if applicable)
- a project timetable which includes all the relevant activities or services of the project, stating when they are due to happen and how long they are likely to take after the project is launched.
- You should also include key milestones as part of the Community Asset Transfer including details of the first two/three years of operation and on-going strategy for maintaining the asset/service.

- Planning or licencing applications may be required and may affect your timescale and budget

## **9. Monitoring and evaluation frameworks**

This section should provide a detailed description of how monitor activity including:

- how you will measure and track the progress
- the methods you will use to monitor the progress of your project
- how you plan to monitor the long-term impact of the project
- how you will use the information that you gather to improve the delivery of your project
- how you will involve the project beneficiaries in monitoring the project.

## **10. Risk analysis**

The business plan must include an assessment of the risks associated with the project to see if there are any weaknesses or threats to the viability of your project. There are many ways of assessing the risks to a project such as completing:

- a risk register that identifies risks to your project, the likely impact if the risk occurred and how the risk will be managed. Consider the key legal, planning, insurance and health and safety matters associated with project (see above in 6)
- an analysis of your project's strengths, weaknesses, opportunities and threats (SWOT analysis)
- a PEST (political, economic, social and technological) analysis of the factors which may impact on the environment in which your project operates.
- Risk analysis is most useful when the key stakeholders of a project take part in doing it. This allows for wider stakeholder considerations to be taken into account. Once the key risks have been identified your plan should explain how these would be managed.

## **11. Project costs**

The organisation will need to show how the project is financially sustainable over the life of the business plan and how you have addressed any financial liabilities. The income and expenditure template below may assist in providing a detailed breakdown of the budget. The level of detail that is included within this section will vary according to the type and scale of the project. In this section you should address:

- project expenditure requirements for at least a five year period
- project funding requirements
- sources of income, (such as grants, donations, sales etc) including details of any assumptions behind your projections, funding, reserves)
- In-kind donations, such as volunteer hours
- details explaining how you will repay any money you have borrowed to fund your project

If the project includes capital expenditure, any financial projections provided should account for the periods of development, construction and operation of the project. Accordingly the business plan should account for the costs of developing and building your project as well as the costs of recruiting and employing staff and volunteers, operation and maintenance, and other specific items of expenditure.

**Note - Calculating Volunteer in-kind costs**

The easiest and simplest way to calculate the economic value of volunteers' contribution is to use the formula below:-

**Total Volunteer Cost = the number of volunteers x average number of hours x national minimum wage hourly rate.**

The current rate (25s and over) for 2018 is £7.83.

**Supporting documents**

- Copies of Audited End of Year Accounts

**Five Year Income and Expenditure Template**

<b>Income</b>	<b>Yr 1</b>	<b>Yr 2</b>	<b>Yr 3</b>	<b>Yr 4</b>	<b>Yr 5</b>
Start-up funding					
Grants					
Rental/ room hire					
Other income eg: Café, Shop					
Volunteer time in kind					
Fundraising					
<b>Total Income</b>					
<b>Expenditure</b>	<b>Yr 1</b>	<b>Yr 2</b>	<b>Yr 3</b>	<b>Yr 4</b>	<b>Yr 5</b>
Salaries including on-costs of NI, Pensions, management, Staff, volunteer time in kind					
Training and development					
Caretaking/ cleaning costs: materials, Refuse collection, Security					
Utilities: Water, Electricity, Gas					
Rent / Mortgage					
Building management fees					
Business Rates					
Repairs and Maintenance					
Transport and Travel					
Centre Supplies: Furniture, IT, clothing, equipment					
Telephones and Internet					
Promotion and publicity					
Insurances and Professional Fees: Property insurance, Public liability & Employers insurance, Performing rights, Accountancy and legal fees, Architects fees, Consultancy fees					
Other					
<b>Total Expenditure</b>					

## Stage One – Expression of Interest (EOI) Assessment

<b>About the organisation?</b>
<b>What are the Governance arrangements of the organisation?</b>
<b>Why is the asset needed?</b>
<b>The aims and objectives</b>
<b>Who are the beneficiaries?</b>
<b>The support from the community and partners</b>
<b>Recommendations</b>

## Stage Two - Full Application Assessment

*(Further work required on the assessment criteria in line with procurement standards)*

Date Application received	
Organisation and contact person	
Details of asset	

### Application Checklist

Have the following documents been received	Yes/No	Comments
A completed business plan		
Details of Charity Number / Company Registration No		
Copy of the Governing documents		
Copies of Audited Accounts		
Copies of insurance documents		
Other supporting documentation such as annual reports, minutes of meetings		
Results from any community consultation exercises		
Evidence of support from key partners, stakeholders and potential funders		
Copies of the all the organisations policies and procedures including the Health and Safety Policy and Equality and Diversity Policy		
Five Year Income and Expenditure Template		

**Pre- Eligibility Checklist** *Answering no to the following questions may result in the application being rejected.*

Have the following documents been received	Yes/No	Comments
Does the organisation demonstrate through its governance arrangements community benefit?		

Has the organisation demonstrated an understanding of the Equality Act 2010 and how it would be applied?		
Has the organisation demonstrated that it meets at least one of the Council's Corporate priorities?		

**Governance**

Criteria	Yes/No	Comments
Is the organisation clearly defined and established?		
Do they hold AGM or similar?		
Is the staffing and management structure been clearly defined?		
Does the organisation have written procedures covering: <ul style="list-style-type: none"> <li>• Recruitment and Induction</li> <li>• Training &amp; Development</li> <li>• Health &amp; Safety</li> <li>• Equality and Diversity</li> <li>• Safeguarding</li> <li>• Disclosure Barring Service Checks</li> <li>• Grievances / complaints</li> </ul>		
Does the organisation have sufficient insurance policies in place?		

**Financial arrangements**

Criteria	Yes/No	Comments
Has the organisation submitted a five year detailed income and expenditure budget that demonstrates their project is financially viable and sustainable?		
Has the organisation demonstrated various sources of funding eg, SLA, contracts, fundraising, grants?		
Has the organisation included the costs of any improvement works and identified sources of funding. Are they considered reasonable?		

**The Proposal**

Criteria	Score	Comments
Is there a clear vision for the future use of the building?		
Are the aims and objectives clearly defined?		
Does the proposal clearly define the activities that will take place?		

**Community benefit**

Criteria	Score	Comments
Has the organisation set out the needs of the community?		
Has the organisation undertaken consultation with the community?		
Has the organisation demonstrated that they have an inclusive approach to meeting the needs of a wide range and diverse community?		
Has the organisation demonstrated the social, economic and environmental impacts? (see outcomes/impact table)		

**About the asset**

Criteria	Score	Comments
Is the asset suitable to use for the organisations proposal?		
Has the organisation demonstrated a full understanding of their duty in relation to managing the building including: Condition, Suitability, Accessibility, Health & Safety, Planning restrictions, Other		
Has the organisation given comprehensive details of all proposed works that are intend to be carried out, including indicate costs and means of funding these and are these realistic?		
Has the organisation demonstrated it has the skills and capacity to manage the asset and deliver the proposal?		

## Principles for minimum standard of repair and building condition

Currently being drafted

DRAFT

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## Equality Impact Assessment / Equality Analysis

<b>Title of service or policy</b>	Draft Community Asset Transfer
<b>Name of directorate and service</b>	Estates and Communities Team
<b>Name and role of officers completing the EIA</b>	Richard Long – Head of Property Services Andy Thomas – Head of Strategy, Engagement and Marketing Sara Dixon – Locality Manager
<b>Date of assessment</b>	7 <sup>th</sup> January 2019

Equality Impact Assessment (or 'Equality Analysis') is a process of systematically analysing a new or existing policy or service to identify what impact or likely impact it will have on different groups within the community. The main aim is to identify any discriminatory or negative consequences for a particular group or sector of the community, and also to identify areas where equality can be better promoted. Equality impact Assessments (EIAs) can be carried out in relation to service delivery as well as employment policies and strategies.

This toolkit has been developed to use as a framework when carrying out an Equality Impact Assessment (EIA) or Equality Analysis on a policy, service or function. It is intended that this is used as a working document throughout the process, with a final version (including the action plan section) being published on the Council's and NHS Bath and North East Somerset's websites.

1. Identify the aims of the policy or service and how it is implemented.		
	Key questions	Answers / Notes
1.1	<p>Briefly describe purpose of the service/policy e.g</p> <ul style="list-style-type: none"> <li>How the service/policy is delivered and by whom</li> <li>If responsibility for its implementation is shared with other departments or organisations</li> <li>Intended outcomes</li> </ul>	<p>The Community Asset Transfer (CAT) policy sets out a detailed framework and criteria for organisations wishing to apply to run a community asset.</p> <p>Community assets are land or buildings that have current or future potential use for community value. They can be brought into community ownership through a number of routes, and can involve different organisational structures and terms of ownership.</p> <p>The policy follows the principles set out in the guidance document produced by "Locality" on Community Asset Transfer and examples taken from other local authorities including Bristol City Council, Isle of Wight and Wigan Borough Council. This policy creates a straight forward process for organisations to apply for a Community Asset Transfer.</p> <p>The policy has been produced in collaboration with both the Estates and Communities Teams and will be managed by the teams existing resources available, as well as bringing in expertise from other service areas.</p>
1.2	<p>Provide brief details of the scope of the policy or service being reviewed, for example:</p> <ul style="list-style-type: none"> <li>Is it a new service/policy or review of an existing one?</li> </ul>	<p>Since the Quirk Report 2007 and the introduction of the Localism Act 2011, there has been a growing interest by both local Councils and the third sector in transferring property assets into community ownership. Councils and central government have recognised that community assets can provide better outcomes, offer better value as well as create greater freedoms for partner organisations to tailor services and draw down external investment.</p>

	<ul style="list-style-type: none"> <li>● Is it a national requirement?</li> <li>● How much room for review is there?</li> </ul>	<p>The Council has undertaken a number of Community Asset Transfers over the last eight years with various organisations where they have demonstrated that they are delivering services in our area. The policy builds on this work and will ensure that the wider community interests are safeguarded and that the overall objectives agreed for each asset transfer will continue to be delivered in the longer term.</p> <p>The policy will be reviewed within 12 months of its adoption and in line with the Corporate Strategy.</p>
1.3	Do the aims of this policy link to or conflict with any other policies of the Council?	<p>The Community Asset Transfer policy will contribute to the Corporate Strategy of:</p> <ul style="list-style-type: none"> <li>● A strong economy and growth</li> <li>● A focus on prevention</li> <li>● A new relationship with customers and communities</li> <li>● An efficient business</li> </ul> <p>It will also prioritise its resources in the following areas :-</p> <ul style="list-style-type: none"> <li>● Protecting and caring for our most vulnerable;</li> <li>● Nurturing our residents' health, safety, and wellbeing;</li> <li>● Providing ways for everyone in the community to reach their full potential.</li> </ul>

## 2. Consideration of available data, research and information

Monitoring data and other information should be used to help you analyse whether you are delivering a fair and equal service. Please consider the availability of the following as potential sources:

- **Demographic** data and other statistics, including census findings
- Recent **research** findings (local and national)
- Results from **consultation or engagement** you have undertaken
- Service user **monitoring data** (including ethnicity, gender, disability, religion/belief, sexual orientation and age)
- Information from **relevant groups** or agencies, for example trade unions and voluntary/community organisations
- Analysis of records of enquiries about your service, or **complaints** or **compliments** about them
- Recommendations of **external inspections** or audit reports

	Key questions	Data, research and information that you can refer to
2.1	What is the equalities profile of the team delivering the service/policy?	<p>The Policy will be delivered by Bath &amp; North East Somerset Council. The process will be managed by the Communities and Estates Team supported by a Panel of officers which will include representation from the Council's Equalities team.</p> <p>Bath and North East Somerset Council's workforce is diverse in terms of protected characteristics. The workforce profile is being updated and further information will be added when it is available. However, there were 2596 employees working on 31st March 2017 comprising 63% female and 37% male employees.</p>
2.2	What equalities training have staff received?	Most Council staff have received some form of equalities training, either as ongoing professional development or as part of their induction.
2.3	What is the equalities profile of service users?	<p>Community assets are run by a range of organisations including Parish Councils, local charities, community interest companies, social enterprises etc. There are currently 51 Parish Councils.  <a href="https://democracy.bathnes.gov.uk/mgParishCouncilDetails.aspx?LS=17&amp;SLS=3&amp;bcr=1">https://democracy.bathnes.gov.uk/mgParishCouncilDetails.aspx?LS=17&amp;SLS=3&amp;bcr=1</a></p> <p>A report on the state of the sector in 2007, estimated that there is 2,000 voluntary and community organisations operating across Bath and North East Somerset.</p> <p>Community assets deliver a range of activities and services to the local community, meeting their local needs.</p> <p>Overall the population figures of Bath and North East Somerset is 188,648. The area is less ethnically diverse than the UK as a whole, 90% of local residents define their ethnicity as White British. This is followed by 3.8% defining as White Other and 1.1% defining as Chinese. The local population's age structure is similar to the UK's population as a whole. Despite being an area with generally good health and low crime, there is significant variation within Bath and North East Somerset. Compared to the most affluent communities in the area, the <u>most deprived communities</u> experience a range of inequalities and poorer life outcomes. The Office for National Statistics projected that the Bath and North East Somerset population will increase by 2037 by 12%. The most significant increases expected are in older people, in particular the 85+ population (a 124% increase from 5,000 to 11,200).  <a href="http://www.bathnes.gov.uk/services/your-council-and-democracy/local-research-and-statistics/wiki/councillor-induction-key">http://www.bathnes.gov.uk/services/your-council-and-democracy/local-research-and-statistics/wiki/councillor-induction-key</a></p>
2.4	What other data do you have in terms of service users or staff?	The Council's property asset base comprises of some 1,200 assets with a value of c£500m. Sourced, Asset Management Plan 2012.

	(e.g results of customer satisfaction surveys, consultation findings). Are there any gaps?	<a href="http://www.bathnes.gov.uk/sites/default/files/sitedocuments/Business/Property/asset_management_plan.pdf">http://www.bathnes.gov.uk/sites/default/files/sitedocuments/Business/Property/asset_management_plan.pdf</a> Council assets are divided into four primary portfolios: <ul style="list-style-type: none"> <li>• Operational Assets - held primarily in support of service delivery.</li> <li>• Commercial - Non-operational Investment Assets held in order to maximise direct financial return.</li> <li>• Community assets - Includes Parks and Gardens, Play Areas etc.</li> <li>• Infrastructure assets - Includes roads, bridges etc.</li> </ul>	
2.5	What engagement or consultation has been undertaken as part of this EIA and with whom? What were the results?	A consultation on the draft policy commenced on the 17 <sup>th</sup> December 2018 and will run until the 25 <sup>th</sup> January 2019 before being presented to Cabinet on the 6 <sup>th</sup> February 2019. The consultation is available on the Council's website inviting comments on the draft. It has also sent to all Ward Councillors, Parish Councils, 3SG group and organisations that have an interest in Community Asset Transfers. The results of the consultation will be published as part of the report to Cabinet.	
2.6	If you are planning to undertake any consultation in the future regarding this service or policy, how will you include equalities considerations within this?	During the consultation period further work will be carried out on refining the appendices particularly developing a minimum standard of repair and building conditions as well as the assessment criteria in line with procurement standards.  Additional material will be produced, such as a 'quick guide to CAT', to help organisations considering Community Asset Transfers to understand the process and their responsibilities.  It is proposed that the Policy will be reviewed within 12 months of adoption.	
<b>3. Assessment of impact: 'Equality analysis'</b>			
	Based upon any data you have considered, or the results of consultation or research, use the spaces below to demonstrate you have analysed how the service or policy: <ul style="list-style-type: none"> <li>• Meets any particular needs of equalities groups or helps promote equality in some way.</li> <li>• Could have a negative or adverse impact for any of the equalities groups</li> </ul>		
		<b>Examples of what the service has done to promote equality</b>	<b>Examples of actual or potential negative or adverse impact and what steps have been or could be taken to address this</b>

3.1	All groups	<p>Organisations that wish to apply to run a community asset will need to demonstrate their organisations commitments in accordance with the Equality Act 2010. For example:</p> <ul style="list-style-type: none"> <li>• Offering activities and services that are available to everyone.</li> <li>• Ensuring the building and or services delivered from it is accessible to a wide range of people as possible.</li> <li>• Considering how decisions might impact upon a diverse range of people and groups</li> <li>• Recruiting staff, trustees and volunteers in a fair and equitable way.</li> </ul>	Organisations will be monitored annual against the agreed Service Level Agreement.
3.2	<b>Gender</b> – identify the impact/potential impact of the policy on women and men.	Organisations will need to demonstrate that they have considered the needs of service users and volunteers in relation to gender as appropriate, and identified any potential barriers. In 2016, the Council ran a series of Equalities Training for Parish Councils and local groups.	<p>There should be no negative impact on the basis of gender.</p> <p>Organisations will be monitored annual against the agreed Service Level Agreement.</p>
3.3	<b>Pregnancy and maternity</b>	Organisations will need to demonstrate that they have considered the needs of service users and volunteers in relation to pregnancy/maternity as appropriate, and identified any	<p>There should be no negative impact on the basis on pregnancy and maternity.</p> <p>Organisations will be monitored annual against the agreed Service Level Agreement.</p>

		<p>potential barriers..</p> <p>In 2016, the Council ran a series of Equalities Training for Parish Councils and local groups.</p>	
<b>3.4</b>	<b>Gender Reassignment</b> identify the impact/potential impact of the policy on transgender people	<p>Organisations will need to demonstrate that they have considered the needs of service users and volunteers in relation to gender reassignment as appropriate, and identified any potential barriers.</p> <p>In 2016, the Council ran a series of Equalities Training for Parish Councils and local groups.</p>	<p>There should be no negative impact on transgender people.</p> <p>Organisations will be monitored annual against the agreed Service Level Agreement.</p>
<b>3.5</b>	<b>Disability</b> - identify the impact/potential impact of the policy on disabled people (ensure consideration both physical, sensory and mental impairments and mental health)	<p>Retaining local community assets can ensure that services are more available to local people.</p> <p>Organisations will need to demonstrate that they have considered the needs and access requirements of service users and volunteers in relation to disability as appropriate, and identified any potential barriers.</p> <p>In 2016, the Council ran a series of Equalities Training for Parish Councils and local groups.</p> <p>Materials and guides on CAT will be made available in a variety of different formats on request</p>	<p>There should be no negative impact on the basis of disability.</p> <p>Organisations will be monitored annual against the agreed Service Level Agreement.</p>

3.6	<b>Age</b> – identify the impact/potential impact of the policy on different age groups	<p>Volunteer roles tend to be attractive to older people who have retired as they are more likely to have more time to volunteer. However Bath has a high population of student volunteers who are activity involved in a range of local charities and organisations.</p> <p>Organisations will need to demonstrate that they have considered the needs of service users and volunteers across a wide range of ages as appropriate and identified any potential barriers.</p> <p>In 2016, the Council ran a series of Equalities Training for Parish Councils and local groups.</p>	<p>There should be no negative impact on the basis of age.</p> <p>Organisations will be monitored annual against the agreed Service Level Agreement.</p>
3.7	<b>Race</b> – identify the impact/potential impact on different black and minority ethnic groups	<p>Organisations will need to demonstrate that they have considered the needs of service users and volunteers across a wide range of ethnicities as appropriate, and identified any potential barriers.</p> <p>In 2016, the Council ran a series of Equalities Training for Parish Councils and local groups.</p>	<p>There should be no negative impact on the basis of race.</p> <p>Organisations will be monitored annual against the agreed Service Level Agreement.</p>
3.8	<b>Sexual orientation</b> - identify the impact/potential impact of the policy on	<p>Organisations will need to demonstrate that they have considered the needs of service users and volunteers in relation to sexual orientation as appropriate, and identified any potential barriers.</p>	<p>There should be no negative impact on the basis of sexual orientation.</p>

	lesbian, gay, bisexual, heterosexual people	In 2016, the Council ran a series of Equalities Training for Parish Councils and local groups.	
<b>3.9</b>	<b>Marriage and civil partnership</b> – does the policy/strategy treat married and civil partnered people equally?	Organisations will need to demonstrate that their proposal will not have a negative impact for their service users on grounds of marriage/civil partnership as appropriate.  In 2016, the Council ran a series of Equalities Training sessions for Parish Councils and local groups.	There should be no negative impact on the basis of marriage and civil partnership.
<b>3.10</b>	<b>Religion/belief</b> – identify the impact/potential impact of the policy on people of different religious/faith groups and also upon those with no religion.	Organisations will need to demonstrate that they have considered the needs of service users and volunteers across a wide range of faith and no faith backgrounds as appropriate, and identified any potential barriers. .  In 2016, the Council ran a series of Equalities Training for Parish Councils and local groups.	There should be no negative impact on the basis of religion/belief.
<b>3.11</b>	<b>Socio-economically disadvantaged*</b> – identify the impact on people who are disadvantaged	There could be a positive impact for service users if a local asset is run by a parish council or local organisation.  Examples include: Peasedown St John Beacon Hall and fields run by	For parish councils or local organisations to run a community asset may require an increase in the precept to residents or membership or donations. However running a facility with volunteers and access to grants will enable organisations to become more sustainable.

	<p>due to factors like family background, educational attainment, neighbourhood, employment status can influence life chances <b>(this is not a legal requirement, but is a local priority).</b></p>	<p>the Parish Council. Providing a local service and facility for local residents.</p>	
3.12	<p><b>Rural communities*</b> – identify the impact / potential impact on people living in rural communities</p>	<p>A number of community assets will be in rural or semi-rural parts of the district. This could be a positive impact for service users if their parish and community provide enhanced local services reducing the need to travel elsewhere to access them.</p> <p>Examples include: Peasedown St John Beacon Hall and fields run by the Parish Council. Providing a local service and facility for local residents.</p>	<p>For parish councils or local organisations to run a community asset may require an increase in the precept to residents or membership or donations. However running a facility with volunteers and access to grants will enable organisations to become more sustainable.</p>

\*There is no requirement within the public sector duty of the Equality Act to consider groups who may be disadvantaged due to socio economic status, or because of living in a rural area. However, these are significant issues within B&NES and have therefore been included here.

## 4. Bath and North East Somerset Council & NHS B&NES Equality Impact Assessment Improvement Plan

Please list actions that you plan to take as a result of this assessment/analysis. These actions should be based upon the analysis of data and engagement, any gaps in the data you have identified, and any steps you will be taking to address any negative impacts or remove barriers. The actions need to be built into your service planning framework. Actions/targets should be measurable, achievable, realistic and time framed.

Issues identified	Actions required	Progress milestones	Officer responsible	By when
CAT Assessment Panel – how knowledgeable is the panel in respect of equality issues?	A representative from the Equalities team will be invited to attend each panel meeting.	Ongoing	SD	Ongoing
Support with the process for those who may need it	<p>Accessibility of guidance documents/application forms (e.g. quick and simple easy read guides, alternative formats, translated documents if appropriate etc)</p> <p>Additional support throughout the application process for those who need it (e.g. equalities training to support organisations wish to take on a CAT)</p>	Ongoing	SD	Ongoing

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## 5. Sign off and publishing

Once you have completed this form, it needs to be 'approved' by your Divisional Director or their nominated officer. Following this sign off, send a copy to the Equalities Team ([equality@bathnes.gov.uk](mailto:equality@bathnes.gov.uk)), who will publish it on the Council's and/or NHS B&NES' website. Keep a copy for your own records.

**Signed off by:**

(Divisional Director or nominated senior officer)

**Date:**

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<b>Bath &amp; North East Somerset Council</b>		
<b>MEETING/ DECISION MAKER:</b>	<b>Communities, Transport and Environment Policy Development &amp; Scrutiny Panel</b>	
<b>MEETING/ DECISION DATE:</b>	<b>Monday 21<sup>st</sup> January 2019</b>	
<b>TITLE:</b>	Corporate and Budget Planning 2019-20	
<b>WARD:</b>	All	
<b>AN OPEN PUBLIC ITEM</b>		
<p>List of attachments to this report:</p> <p>B&amp;NES Organisational Plan 2019/20</p> <ul style="list-style-type: none"> <li>• Appendix 1 – Core Offer</li> <li>• Appendix 2 – Revenue Budget Savings Proposals</li> <li>• Appendix 3 – Emerging Capital Schemes</li> <li>• Appendix 4 – Feedback from the Forums</li> </ul>		

## 1 THE ISSUE

This report presents the Council's Organisational Plan 2019/20 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 Review and comment on the draft Organisational Plan.

2.2 Identify any areas or feedback the panel would like to refer to the relevant Portfolio holders and Cabinet for further consideration as part of the operational planning and budget development process.

2.3 Comment on the proposed Core Offer, budget savings templates, or Emerging Capital Bids as outlined in Appendices 1, 2, and 3.

- 2.4 Feedback any comments from this panel to the Resources PDS panel on the 4<sup>th</sup> February to allow the Resources panel to collate all PDS panel responses to the Cabinet and Council.

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

- 3.1 The resource implications are contained within the draft Organisational 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 to the statutory and legal requirements for the Council to set a balanced budget in February 2019.
- 4.2 Proportionate equality analysis is being carried out on the proposals within the Organisational Plan by the Council's Communities Team.

### 5 THE REPORT

- 5.1 The Organisational Plan forms an important part of Bath and North East Somerset Council's strategic planning framework. The plan translates the Council's strategy and vision for the future into a more detailed annual Organisational Plan, setting its key activities and projects for the Council to achieve this.
- 5.2 The Organisational Plan is an annual plan, which has been aligned with the budget planning process, although it will reference the Council's longer term direction of travel.
- 5.3 The Organisational Plan for the first time introduces the Council's new Core Service Offer and its 3 new priorities which are outlined below:
- (1) Protect and Care for our most vulnerable
  - (2) Nurture residents health, safety and wellbeing
  - (3) Provide ways for everyone in the community to reach their full potential.
- 5.4 Full details of the Core Offer are set out in Appendix 1 to the report. In essence, a core services offer is the best service offer we can deliver based on the resources currently available to us. Council activity will be funded according to priority outcomes, but we will continue to fulfil our statutory duties, offer support to those most in need, and assist with the economic development of the area.
- 5.5 The plan outlines the draft budget savings proposals (Appendix 2) where appropriate, which will be proposed as part of the budget setting process for the Council 2019 – 20 budgets which will be considered by the Cabinet and Council at their meetings in February. The Medium Term Financial Strategy agreed in October 2018 outlined that savings would be delivered as part of the authority's assessment of its **long term delivery model and Core Services Offer** through:-
- **Priority based resourcing** to develop options to reduce spend by:-

- Reducing or stopping services but maintaining a Core Services Offer;
- **Maintain commercial income to;**
  - Increase discretionary charges only where appropriate;
  - Ensure statutory charges are based on full cost recovery.
- **Shared services where appropriate/ right sizing:-**
  - Review shared service opportunities with the CCG, WECA, and other local authorities;
  - Assess future staffing and management requirements through new ways of working/digital/estates to deliver the core offer.
- **Targeted capital spend:-**
  - Minimise the impact of capital spend by reviewing schemes and minimising new additions through prioritisation.
- **Managing Demand (and the processes surrounding demand)**
  - E.g. signposting and investing in self-help and early intervention to reduce demand on specialist roles.
- **Contract Savings**
  - Review of all contract spend to reduce costs.
- **Capital Programme**
  - A review of the capital programme is being carried out as part of preparing next year's budget with the following objectives:
    - To ease staffing capacity issues;
    - Ease financial pressures
    - Ensure schemes still meet key priorities;
    - Review financial and delivery risks;

5.6 The plan also outlines the Emerging Capital Bids for 2019/20 (Appendix 3) that will be proposed as part of the budget setting process to be considered at the same meetings. The key principles for new bids were outlined in the Medium Term Financial Strategy in October 2018 and agreed the following principles:

- To continue to review all existing schemes and simplify, reduce, pause or stop as necessary;
- Minimise new schemes except those that meet corporate priorities;
- Agree an affordable limit for new schemes requiring corporate borrowing;

- Ensure adequate investment in assets supporting key service provision (including meeting health and safety requirements or replace obsolete or inefficient assets/equipment);and
- Deliver or work with partners to deliver high priority government funded programmes and WoE programmes where they meet corporate priorities.

5.7 During November and December 2018 the concept of the Core Offer and the general direction of travel in terms of the Council finances were discussed at a number of Community Forums events (see section 8), Resources PDS panel and a number of staff events. The feedback from the forum events can be found at Appendix 4 to this report.

5.8 The final 2019/20 budget proposals will be presented to Cabinet on the 6<sup>th</sup> February 2019 for recommending to Council on the 19<sup>th</sup> February 2019.

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

## **6 RATIONALE**

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

6.2 The attached Organisational Plan sets out the context and process for the Councils operational planning and budget development.

## **7 OTHER OPTIONS CONSIDERED**

7.1 The Organisational Plan sets out a package of options that reflect the Council's overarching vision and Corporate Strategy

## **8 CONSULTATION**

8.1 Meetings have been held with Officers and Cabinet Members during the development of the Operational Plan. A number of Community Forums were held during November and December 2018 (see below). The concept of the Core Offer and the general direction of travel in terms of the Council finances were discussed.

(1) Chew Valley Forum 26<sup>th</sup> November 2018

(2) Somer Valley Forum 29<sup>th</sup> November 2018

(3) Keynsham Area Forum 3<sup>rd</sup> December

(4) Joint 3SG, Bath City, Cam Valley and Bathavon Forum 10<sup>th</sup> December

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

## 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>David Trethewey, Director Partnerships &amp; Corporate Services</i> <i>Donna Parham, Director of Finance</i>
<b>Background papers</b>	
<b>Please contact the report author if you need to access this report in an alternative format</b>	

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## Organisational Plan 2019-20

### Executive Summary

Bath and North East Somerset continues to be a beautiful, highly sought after area with a vibrant economy and a strong Council that has delivered significant savings since 2010 without serious reductions to front line services. However, into the future Councils will no longer have sufficient resources to sustain funding for all of their current activity. This is because of reduced Government grant and increasing demand. We intend for Bath and North East Somerset to be known for the excellent health and overall wellbeing of its residents. This means we must carefully prioritise what we spend.

As part of the Council's strategic planning and budget process, the new **Medium-Term Financial Strategy** (MTFS) has set out the unprecedented scale of our financial challenge. This highlights the additional demands upon the Council, especially for social care, the scope to use new ways of working, notably digital communications, and the need for more prioritisation of activity and spend. For some services, this may also mean a different relationship with customers and communities.

This Organisational Plan pulls together the key activities that services will need to focus on over the next 12 months in order to deliver the Council's refocused corporate priorities:

- ➔ Protect and care for our most vulnerable
- ➔ Nurture residents' health, safety and wellbeing
- ➔ Provide ways for everyone in the community to reach their full potential

The Plan has been developed across all service portfolios and summarises the **Core Services Offer** that will be used to prioritise how resources will be used to deliver these corporate priorities to the public, it also outlines the proposals for budget savings. This will mean difficult decisions over what services B&NES can provide and how services will be delivered, with our local community groups, Parish Councils and the voluntary sector playing an increasingly important role.

The plan is divided into five main sections:

**Section 1: Corporate Overview - Financial Context, Challenges and Achievements**

**Section 2: What we plan to do - Approach to Savings and Core Services Offer**

**Section 3: New Ways of Working - How the Council will do things differently**

**Section 4: Delivery of the Plan - Managing Risk and Performance**

**Section 5: Conclusions**

## Section 1: Corporate Overview

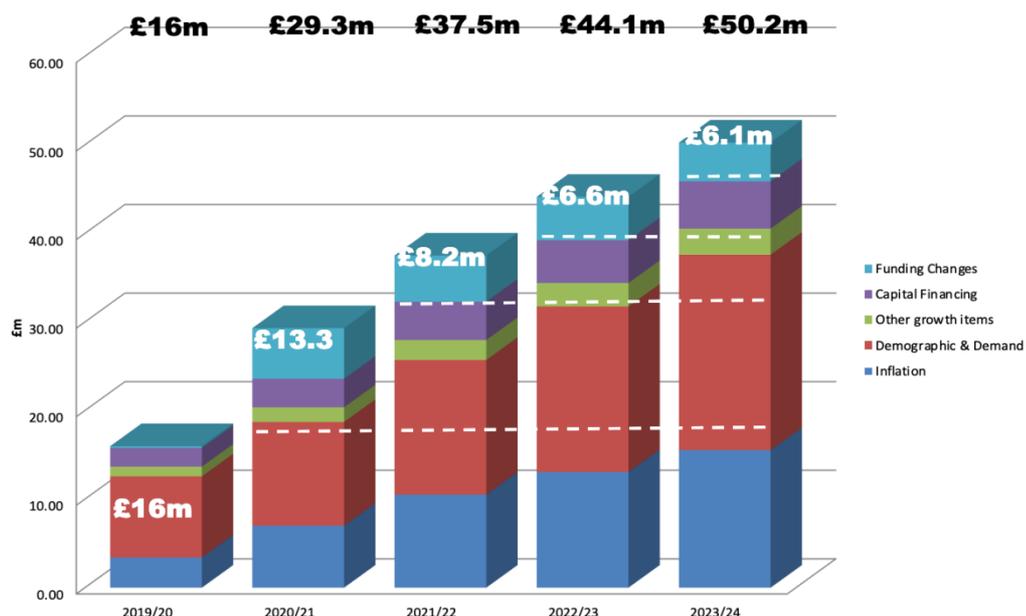
This Council, along with all local authorities, has experienced historically unprecedented reductions in funding. It faces difficult decisions about the services it should provide, and to what standard it should provide them. Some services remain a statutory priority whilst for others there is more scope for local discretion. Over the last few years the Council has been very successful in achieving efficiency savings and increasing commercial income. However, a further 'step change' is required given the size and impact of savings still to be made. The MTFS outlines the key areas of focus to deliver a balanced budget over the next five years including a review of priorities to ensure sustainable finances in the future.

### 1.1 Financial Context

Since 2010 all Councils have received less general grant funding from central Government each year. By 2020/21, Revenue Support Grant (RSG) will have reduced to zero from £21m in 2015-16. Government policy has been for local authorities to replace these grants with income from business rates, specific grants, the New Homes Bonus (a grant paid by central Government to reflect and incentivise housing growth) and increased commercial activity. This is in addition to running services more efficiently and embracing new technology to save money. Critically, in setting its spending assumptions for each local authority the Government assumes that each authority automatically increases Council Tax by the maximum amount allowed.

In reality, increasing service demand and demographic pressures continue to outstrip available funding. Our MTFS published in October 2018 outlined that the funding gap to 2023 was estimated to be £50.3 m, meaning the Council would need to reduce its net spend by around 44.5% (15.2% of gross spend) over the next five years. In the shorter term savings of £29.3m were required over the next two years.

**MTFS 2019/20 - 2022/23 Cumulative Budget Gap (based on current assumptions)**



**Notes:**

- *Inflation - Contractual and pay inflation allowance*
- *Demographic & Demand - Increased costs due to Demographic growth and increased service volumes (includes some rebasing of undeliverable savings items)*
- *Capital Financing- Revenue impacts of financing the Council's capital programme*
- *Funding Changes - Changes in Government grant funding, Council Tax and Business Rate income*
- *Other Growth Items - One-off costs and risk provision allowance for future savings delivery*

*The budget gap outlined in the Strategy does not include any increases in Council Tax - an increase of 3% per annum reduces the overall five-year gap by £14.3m.*

The Council has a good track record in making savings. Through efficiencies, good service planning and management, and new income streams, we have delivered savings of £55.4m between 2013/14 to 2017/18. A further £17m is expected in this financial year - a total of £72.4m over six years. This has been done with perceived minimal impact on frontline services.

For more detailed information on the Council's Financial Strategy, please read the Medium-Term Financial Strategy 2019/20-2023/24 which can be found online here:

<https://democracy.bathnes.gov.uk/documents/s53201/E3003z%20BATHNESMTFS.pdf>

## **1.2 The changing role of the Council**

To keep pace with increased demand, rising costs and reduced funding, we have no choice but to change the way we do things. We no longer have sufficient resources to be a universal provider of all services. We have already become a smaller organisation and this will continue, this does mean that we can no longer try to provide everything that we have in the past and to that same level, less money and people will mean fewer and different services. However we still want Bath and North East Somerset to be known for the excellent health and overall wellbeing of its residents. This means we must carefully decide what we spend by prioritising what services we deliver directly, what services we will commission from others, how we will work with other agencies and communities and what services we will withdraw from and over what timescale.

We have developed our three **corporate priorities** to help focus and prioritise services for our most vulnerable adults, children and families, and we will continue to deliver a range of high-quality statutory services within available resources.

We will also continue to invest in important local priorities such as public health, public protection, waste collection and cleansing, transport improvements, leisure centres and economic growth.

## **1.3 Pressures and Challenges**

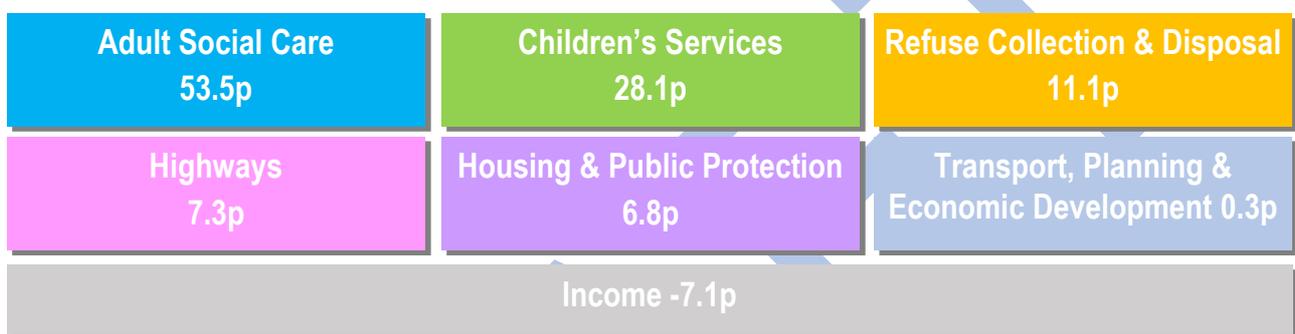
In common with all "upper tier" local authorities i.e. those that provide Adult Care and Children's Services we are experiencing increased demand for services and growing expectations at a time when there is less money

and fewer resources available. Both of these service areas have continued to improve efficiency and make changes to contribute to savings.

### Rising cost and demand for social care

Social Care covers everything from protecting some children before they are born through to ensuring people without a family and/or financial means receive a dignified burial, obviously there are a huge range of requirements in between these two extremes. We have invested in and improved the efficiency and effectiveness of social care services for adults and children & young people. In future, we must 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. For every £1 of Council Tax being spent by the Council, nearly **82p** is spent on Adult Social Care and Children's services:



Why is the cost of care rising?

- ➔ Older people are living longer with complex combined health conditions which are costly and reflects our rapidly increasing & ageing population profile.
- ➔ Number of looked after children has risen by 40% in the past 5 years - supporting the 21 children with the most complex needs will cost over £3m in 2018-19.
- ➔ A decrease in local fostering households has led to an increase in independent fostering agency nights at an average cost of £112 per night.
- ➔ An increasingly challenged care market, struggling to recruit and retain staff, which is impacting on the availability and sometimes the quality of care home placements.
- ➔ The ongoing impact of Government's laudable national living wage policy and other wage pressures which are above inflation.
- ➔ Greater responsibility for children & young people with special educational needs and disabilities (SEND); the number of those with Education, Health & Care Plans rose from 692 in 2014 to 1062 in 2017 (a 53% increase), also the age range for those entitled to such support rose from 2-19 years to 2-25 years.

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

## **Reduced funding and increased reliance on business rates**

Local government has experienced continued reductions in funding, as mentioned earlier RSG will have reduced from £21m in 2015/16 to zero by 2020/21. We will have replaced around £8.8m of this through increased heritage and commercial income activities over the same time period.

The time horizon of the MTFS is five years with a detailed focus on the next two years for financial planning purposes. There is significant uncertainty beyond 2019/20 because the national approach to funding local government is under review. The Government's 'Fairer Funding Review' will assess the relative needs and pressures of local authorities to ensure the distribution of funding between them is fair.

The steady reduction in and eventual loss of RSG means the Council is under increasing pressure to become self-funding. This requires the Council to support economic growth to increase Business Rates receipts, support appropriate housing development to grow New Homes Bonus (note this is being replaced in 2020/21) and increase Council Tax receipts, raise money through commercial activities and by bringing in investment to the local area. This 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 impacts significantly on our budget.

*\*The National Living wage will rise by 4.9% from April 2019, increasing from £7.83 to £8.21 per hour, while the National Minimum Wage average rate for all age groups will rise by 4.4%.*

## **Rising maintenance costs**

It's not only the costs of care that's rising. We are facing higher costs for disposing of our waste to landfill, and maintaining our buildings, roads and green spaces.

## **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 schools become academies, Government takes back the element of the grant payable to the local authority in order to make payments directly to the academies. This means that the grant is progressively reduced and therefore the Council has to reduce the services provided to schools. It is estimated that over 80% of schools will have converted to academies by September 2019 and that all remaining schools will formulate plans to convert in the coming years.

It is important to note that our ongoing responsibility towards children and parents has not been removed. We remain responsible for supporting the growing number of children with SEND, we continue to have a duty to ensure there are sufficient school places to meet demand, to help to coordinate the schools admissions

system and to ensure that children leaving education have access to alternative provision, this despite losing many economies of scale. These responsibilities are funded through the Council's main revenue funding and allowed for in the budget proposals.

In summary, this means the Council continues to face a very real financial "squeeze" into the future. This is for reasons beyond our direct control and is no different to any upper tier local authority. Delivering future savings continues to be challenging and there are no easy choices which is why we have developed our three corporate priorities, so that we remain financial viable in the long term.

## **1.4 What have we already done?**

In 2015 we started a rigorous review of spending aimed at cutting waste and increasing efficiency. We've also been growing our income opportunities through prudent investment in property, housing and the economy and capitalising on Bath's heritage and tourism assets.

### **We have already saved £55m**

Since 2013, we've saved £55m, primarily through restructuring and re-designing services, social care efficiencies, reducing our estate, and improving our technology and capital financing arrangements.

In delivering these savings we have sought to minimise the impacts on front line services, for instance, we have used alternative delivery methods. We continue to be regarded as a good authority by independent inspectors (Ofsted). We have also kept Council Tax as one of the lowest in the South West.

### **We are investing in our economy and infrastructure**

Key strategic development projects such as Bath Quays and the regeneration of the Somer Valley will bring new offices and homes to the area, providing more opportunities and jobs for local people, whilst 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) will bring in £5.1m in 2019/20 that we can spend on frontline services.

### **'Invest to save' opportunities**

Some projects require us to 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 sound financial sense.

- ➔ We've combined our Library and One Stop Shop in Keynsham and Midsomer Norton. Along with investment in our community libraries, this work will save £450k a year from 2020 and ensure that all of our libraries thrive.
- ➔ New leisure facilities in Bath and Keynsham are an investment in health that will help reduce care costs in the future. The new contract with our partner GLL will deliver significant income back to the Council to offset (some of) the costs

- ➔ New waste services are designed to encourage residents to reduce waste and recycle more. On average a lorry load of rubbish costs us £1,000 to dispose of but 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 around 400 jobs in the Somer Valley
- ➔ £1.1m a year Disabled Facilities Grants to support aids and adaptations for disabled people
- ➔ £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.
- ➔ Bath's Sydney Gardens. The UK's only surviving Georgian Pleasure Garden – will be restored thanks to a National Lottery £2.7m grant.

### **Secured Investment from WECA**

Having championed the creation of WECA, the Council and residents will benefit from extra revenue into the local authority budget and 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:

- ➔ Annual revenue benefit of £2.5m per annum for the Business Rate Pilot.
- ➔ A share of £3.9m to help improve the skills of up to 3,000 adults
- ➔ £75k to progress the Safer Routes to Schools Scheme
- ➔ £400k towards improvements to the A39 / B3116 'Two Headed Man' junction
- ➔ £700k towards improvements to the A39/A368 'Bence's Garage' junction
- ➔ £40k towards improving cycle networks, including employer grants to encourage cycling to work
- ➔ Investment of £10m to support the University of Bath to establish a new Institute for Advanced Automotive Propulsion Systems
- ➔ Funds to develop the road improvements schemes at Freezing Hill Lane and Hicksgate
- ➔ £3.3m "love our High Street" initiative

### **We have become more self-sufficient**

We are appropriately capitalising on Bath's heritage assets and tourist attractions, as well as raising significant income from our commercial estate and services. Finding opportunities to raise income from these activities will become increasingly important in the coming years. Some examples include:

- ➔ 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 in future years.

- ➔ 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\*.

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

## 1.5 Pressing Government for Change

We have asked the Government to recognise the challenges we face and the solutions that might help, and have identified 20 key areas where a shift in approach or legislation could help us address pressures or mitigate additional future costs. We've included these as part of our response to the Government's Fairer Funding Review and have highlighted below four areas that we think are of particular concern to local people.

- ➔ **Council funding for student households** - Students are rightly exempt from paying Council Tax but Councils are no longer compensated by Government for this loss of income. As students in the city of Bath account for almost a quarter of all residents, such compensation would equate to over £3m in additional Council Tax income. In addition we receive no Business Rates on student accommodation, which is often run by highly profitable businesses.
- ➔ **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 example, a £1 nightly surcharge per room would bring in around £2.4m each year to be reinvested into the local area to help maintain over 5,000 listed assets and support the public realm, arts and culture.
- ➔ **Special Education Needs and Disabilities (SEND)** - We welcome the SEND reforms however we now face a significant increase in workload and support costs as a result and have asked 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 £2.4m per year due to this exemption, income that could be used to provide services.

## 1.6 We are still delivering and improving good services

Despite the challenges, everyone continues to **'get the job done'** and provide residents and visitors with a high level of service, for example:

- 19,800 miles of road salted and 5,000 potholes repaired annually
- 17 parks, 60 play areas and 55 open spaces maintained
- 20,000 tonnes of recycling collected (including 5,000 tonnes of food waste) annually
- 2,400 care packages and 1,800 Education, Health and Care Plans
- Launched 'FixmyStreet' app with 687 fixes in one month

- Recycled 60% of the rubbish we collected
- Opened three community libraries and granted planning permission for the Hope House Centre
- Two 'South West in Bloom' gold awards
- Street Cleansing Apprentice of the Year in APSE Innovation Awards
- Launched our new combined staff and Chair's Community Awards with local partners
- 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 heritage and tourist attractions
- Silver standard for our homelessness services

This is a very small sample of what we do for residents, workers and visitors every day.

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## **Section 2 - What we plan to do**

£12m of additional savings will be delivered in 2019/20-2020/21

In addition to the £55 m already saved to 2018, we are delivering further savings of £12 m to 2021. This includes:

- Digital redesign of services (£2.4m)
- Heritage Services additional income (£1.0m)
- Savings from reviewing contracts (£2.0m)
- Further public transport efficiencies (£0.5m)
- Savings in office accommodation (£0.6m)
- Restructuring our Youth Connect Services (£0.3m) - £0.2m delivered in 2018/19
- Managing increasing demand for Adult Care through new commissioning arrangements (£2.4m)

Savings templates for 2019/20 can be found in Appendix 2.

### **Summary of what else we need to do...**

1. We need to find new ways of working which (i) support service delivery whilst radically cutting cost i.e. moving more services on-line (ii) rationalize our use of offices and (iii) cut travel time and cost.
2. We will prioritise the services we deliver in order to make the necessary savings while protecting our most vulnerable.
3. We must find better ways to work with residents, partners, voluntary organisations and parishes to help manage demand into the future and find ways to preserve locally valued services even if not provided or funded by the Council.
4. We need to become self-sufficient through increased commercial approaches and by growing and investing in our local economy (more homes, offices and jobs).

The scope for finding and delivering further large savings from efficiencies is limited and will require a radical shift around how services are delivered.

## **2.1 Core Services Offer**

Central to the success of the savings strategy and the Council's health and wellbeing ambitions for Bath and North East Somerset's residents is the delivery of the services under the new **Core Services Offer**, details of which are set out in **Appendix 1**.

In essence, a core services offer is ***the best service offer we can deliver based on the resources currently available to us***. Council activity will be funded according to priority outcomes, however we will continue to fulfil our statutory duties, offer support to those most in need, and assist with the economic development of the area.

## Key Messages:

Corporate Priority	Our Core Offer	What we can do as a Community
<p><b>Protect and care for our most vulnerable</b></p> <p><i>Fact: B&amp;NES provides support which enables 1,551 vulnerable adults to live independently in their own homes and also provides residential care for 1,000 people</i></p>	<p>We will prioritise support for people's health and care needs with a focus on helping people stay in their own homes.</p>	<p>We can all be good neighbours! Going online to access council services saves money to protect the front line - each face-to-face enquiry costs £9.00 whilst the same online costs 15p</p>
<p><b>Nurture residents' health, safety and wellbeing</b></p> <p><i>Fact: The Council receives over 1,100 service requests for Environmental Protection each year, ranging from noise complaints to filthy and verminous premises</i></p>	<p>We will work with the community and businesses to support health and safety, and provide public health functions and advice.</p>	<p>We can take responsibility for promoting our own good health and also consider how we can contribute at local level, whether recycling or being involved in litter picking</p>
<p><b>Provide ways for everyone in the community to reach their full potential</b></p> <p><i>Fact: Last year, 8 of the 9 interns in our Project Search programme went on to employment</i></p>	<p>We will promote a strong local economy, affordable homes and local transport. We will focus our support on young people to develop their skills.</p>	<p>There are a whole range of ways we can get involved in our communities – this could range from helping out at a community library to helping a child with their reading, or paid fostering</p>

As part of the Core Services Offer, we are introducing the **Bath & North East Somerset Deal** (the 'B&NES Deal'). It is based on the very successful approach adopted by other Councils and is an informal agreement between the Council and everyone who lives or works in the area to work together to create a better place to live work and visit.

## 2.2 Our Commitment to achieve the Core Offer

For the B&NES Deal, we need to be clear about:

- ➔ What we can realistically deliver within foreseeable resources
- ➔ How we listen to and work with communities
- ➔ What you will see us start to do less of - letting you know in advance about changes, and trying to work things through with you
- ➔ How the council would like communities to work with us as we look for new ways of delivering our priorities

Above all, we need to encourage listening and engagement, find ways to work together, and focus on our priorities using mechanisms like our new Parish Charter. This was developed jointly between our Parish Councils and B&NES, and encourages listening and working together.

## 2.2 Additional Areas of Focus

The time horizon for the MTFS is five years and the key strands for savings are:-

- ➔ **Maintaining commercial income** to increase discretionary charges only where appropriate, and ensure statutory charges are based on full cost recovery.
- ➔ **Shared services** where appropriate / right sizing:
  - Review shared service opportunities with the CCG, WECA, and other local authorities
  - Assess future staffing and management requirements through new ways of working / digital / office estates to deliver the core services offer.
- ➔ **Managing Demand**, for instance, signposting and investing in self-help and early intervention to reduce demand on specialist roles. This includes through more integration with the CCG, reducing unnecessary referrals and ensuring that other statutory services play their full part in supporting vulnerable children and adults and building on our conversations with voluntary sector and local communities.
- ➔ **Reviewing Contract Spend** of all contracts for services to reduce costs.
- ➔ **Reviewing Capital Programme** to ease staffing capacity issues and financial pressures, ensure schemes still meet key priorities and reduce financial and delivery risks.
- ➔ **Achieving greater self-sufficiency** - we have asked Government for powers to raise more local funding such as through the tourism levy and incorporated this as part of our response to the Fairer Funding Review.
- ➔ **Being an enabler:** we will support the community to act locally. For example, the recent launch event of Compassionate Communities talked about how we can make the most of existing supportive family/friend/neighbour networks and to help people to build new ones.

The above strands of work will stretch over a number of years.

## Section 3 - New Ways of Working

We recognise our core services offer will only be successful if we:

- a) **Change** how we currently do things;
- b) **Support** our service delivery partners in contributing to the overall wellbeing of the area; and
- c) **Work together** with residents on developing a sustainable offering for the future.

As part of our new approach, we have agreed a new **Organisational Vision** and a set of **values and behaviours** to help us stay focused on what matters and deliver our corporate priorities:

### Our organisational vision...

**We are outcomes driven, working to provide the right services and solutions for our communities.**

**Our culture is open, owns decisions and is resilient. We trust each other to act in the best interest of residents, customers and colleagues.**

### We will...

- ➔ **Learn** from everything we do. We apply our learning to continually make improvements.
- ➔ **Use evidence** to make informed decisions to find cost effective solutions and reduce demand.
- ➔ **Embrace** diversity and value everyone's contribution.
- ➔ **Be resourceful** and efficient by reviewing our processes, removing duplication and making digital preferences.



As part of their Directors' Plans, services have identified a number of new and improved ways that we can work together. The table below provides an example of these for each service area to show what this means for frontline services as they support the core services offer:

Directorate	Examples of New Ways of Working
<b>Children &amp; Young People</b>	In line with the Children and Young People Plan 2018-2021, we will have a greater focus on: intervening early; on ensuring a 'Think Family' approach; and on providing support for families where adults are experiencing complex difficulties associated with poor mental health, drug and alcohol problems, and domestic abuse.
<b>Development</b>	Increase apprenticeships, graduate interns, graduate trainees etc.: ➔ Investigate the possibility of creating graduate trainees or interns in Planning, Environmental Health etc. ➔ Explore opportunities for apprenticeships to support succession planning for Pest Control, Planning and Environmental Health and other teams

Directorate	Examples of New Ways of Working
	➔ Use Local Authority Building Control approved apprenticeship training courses for Assistant Building Control Surveyor to be able to use the apprenticeship levy for training
<b>Economy &amp; Growth</b>	We are increasingly working with Bath Spa University, the University of Bath and Bath College to make more of the teaching and research excellence and talent within those institutions to support the area's economic development, particularly linking to business. This includes the potential to develop and deliver a shared space in the Enterprise Zone and a Talent Institute, with a focus on health and well-being.
<b>Education Transformation</b>	Linking Early Years Leads in Multi Academy Trusts with the local authority to close the attainment and achievement gap for our most deprived children and raise standards.
<b>Environment</b>	We will continue to develop our local community and volunteer networks to support the added value and discretionary elements of our environmental services. We will continue to work with our public and private sector partners to identify innovative delivery models and work in more formal partnerships when we can demonstrate better outcomes and value for money for our communities.
<b>Finance</b>	We will continue to align to the new needs of the Council, improve financial reporting and complete the simplification of our processes and systems. We will be assisting with the enabling of all payments through the website as well as finalising our projects for centralisation of debt management and procurement.
<b>Integrated Commissioning</b>	The new domiciliary care service model will expect a "re-abling" approach from care workers, rather than a "do-for" approach. This will be developed as part of the new model during 2019-20.
<b>Legal &amp; Democratic</b>	Look to develop a "shared service" model with at least one other local authority to deliver efficiency savings and build service resilience.
<b>Partnership &amp; Corporate Services</b>	A joined up multi-disciplinary team has been set up to facilitate a new agile and customer focused way of working across the organisation including digital transformation.
<b>Public Health</b>	In order to manage essential work with current staffing levels, particularly involving commissioning, it is likely that some of the work of leading broader strategic partnerships (e.g. physical activity and food) and contributing health input to some of the wider determinants of health (such as spatial planning, transport and housing) will diminish.
<b>Safeguarding &amp; Quality Assurance</b>	Changing the culture by implementing the 'three conversations' and iThrive model*.

*\* The iThrive model is based on tierless provision around key stages of staying well (which includes self management), getting help and Crisis, with the intention of recognising that people will need to move around those levels and be supported appropriately at all stages. This builds on the model already in place across children and adolescent mental health in B&NES, thus providing an integrated all age model.*

We have also committed to review all of the Councils access channels to deliver “digital by default” and to review our response time to our general enquires and complaints.

## **Section 4 - Delivery of the Plan**

### **4.1 Corporate Risk Management**

Delivering against the Council’s 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, improved service delivery and the avoidance of unnecessary costs or reputational damage.

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 to 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

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.

### **4.2 Performance Management**

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

The vital signs and contextual information are reviewed with Directors’ Group on a quarterly basis, with a written briefing taken to Cabinet. In 2019/20, this information will be published online.

## **5. Conclusions**

The Council has a very good track record on making savings as our contribution to managing wide public spending. We have made some difficult decisions and continue to face further challenges. However, we have a robust approach which combines maximising efficiency, becoming more commercial, asking Government for greater freedom to innovate and working more closely with our communities and parishes. This plan sets out how we will deliver further savings whilst continuing to protect front line services into the future.

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## Appendix 1 - Core Services Offer

### We will protect and care for our most vulnerable

- ➔ Ensure a robust safeguarding system to protect children and adults at risk
- ➔ Assess and meet needs of children and young people where they have suffered significant harm or are at immediate risk of significant harm
- ➔ Provide an alternative home for children unable to live with their parents or extended family, and ensure all their needs are met into adulthood
- ➔ Assess and meet the needs of children with Special Educational Needs and Disabilities
- ➔ Assess and meet social care and support needs for adults
- ➔ Provide effective housing options for vulnerable households, including the homeless

### We will nurture residents' health, safety and wellbeing

- ➔ Provide / commission services for families in our area that support them to raise their children
- ➔ Provide priority public health functions and advice to promote good health and reduce health inequalities
- ➔ Assess the needs of carers and provide appropriate support
- ➔ Help ensure our communities are kept safe
- ➔ Work with the community and businesses to support the health and safety of everyone who lives, visits and works in the area
- ➔ Provide a waste and recycling service and encourage all residents to reduce waste
- ➔ Maintain public buildings, highways and assets so they are safe to use
- ➔ Help to secure a sustainable, low carbon future

### We will provide ways for everyone in the community to reach their full potential

- ➔ Secure sufficient school places in our area and identify school capacity issues
- ➔ Contribute to maintaining a viable and sustainable economy
- ➔ Plan for and seek local and national funding to support the delivery of homes including affordable homes, jobs and sustainable transport options to meet community needs
- ➔ Support those furthest from the employment market or experiencing a mental health crisis to gain and sustain employment
- ➔ Provide a modern library and information service
- ➔ Use the area's distinctive heritage, hot springs and natural environment to support economic prosperity and enrich the lives of the local community
- ➔ Contribute with partners towards early intervention to prevent, delay or reduce need and promote independence
- ➔ Monitor performance of all schools and early years settings with a specific focus on disadvantaged groups of learners
- ➔ Identify children missing out on education and act to meet their educational needs
- ➔ Support young adults that have left our care until the age of 25

**Note:** There will be some services that do not directly support the corporate priorities, but which the Council has a legal duty to provide, for example, enabling residents to register births, deaths and marriages. We will continue to deliver these services within the resources available.

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## 2019/20 Budget Savings & Income Generation Proposals

Portfolio	Savings Title	How to be achieved	19/20 Saving £000	20/21 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 grey are existing savings and income generation proposals from the 2018/19 - 2019/20 budget, these have been reviewed for the 19/20 budget report.**

### Portfolio: Economic & Community Regeneration

Efficiency Savings									
Economic & Community Regeneration	Commissioning of Destination Management	Supporting Bath Tourism Plus to become self sustaining. This will be achieved by continuing to reduce the contract sum by 20/21 by working with BTP to ensure they become self sustaining. Note this saving was agreed at Council in February 2018.	150	200	350	M/H	0	None	Improved co-ordination of visitor economy activities for resident and visitors.
Economic & Community Regeneration	Housing	Service efficiency and additional grant income to off-set revenue costs. Note saving agreed at Council in February 2018	7		7	L	0	None	None
Economic & Community Regeneration	Reduction in grants	Reduction in contribution to the World Heritage Enhancement Fund. Note saving agreed at Council in February 2018.	5		5	L	0	None	None

#### Sub Total - Efficiency Savings

162	200	362
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Income Generating Opportunities									
Economic & Community Regeneration	Heritage Services business plan	Continued progression of business plan in line with recent performance. A further £500k has been added to the target agreed at Council in February 2018.	1,000		1,000	M	0	None	To be managed through Heritage business plan.

#### Sub Total - Income Generating Opportunities

1,000	0	1,000
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#### Economic & Community Regeneration Total

1,162	200	1,362
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### Portfolio: Transport & Environment

Income Generating Opportunities									
Transport & Environment	Transport & Parking Services review	The revised Parking Strategy Review was completed and implemented part-way through 2018/19. The amount shown is the full year effect of that strategy and saving agreed at Council in February 2018.	229.3		229.3	H	0	None	This additional income reflects existing performance and targets, which are in line with proposals arising from the parking review. This is the full year impact of changes to parking charges implemented August 18.

#### Sub Total - Income Generating Opportunities

229.3		229.3
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Service Redesign									
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## 2019/20 Budget Savings & Income Generation Proposals

Portfolio	Savings Title	How to be achieved	19/20 Saving £000	20/21 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 grey are existing savings and income generation proposals from the 2018/19 - 2019/20 budget, these have been reviewed for the 19/20 budget report.*

Transport & Environment	Network Management	Redesign consultations	30		30	M		None	The impacts upon front line delivery will be minimal, this service re-design is about ensuring the right staffing resources are in place for future business priorities and ways of working. Options, risk assessments, EIAs will be developed at the relevant time
Transport & Environment	Transport - moving people from A to B	Continuation of the saving plan outlined and agreed at Council in February 2018 and reprofiled to look at the opportunities to improve customer options whilst also being cost effective	0	500	500	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.
Transport & Environment	Capitalisation of Pot Hole Repairs	CIPFA guidelines allow authorities to capitalise relevant works and associated staff time. Permanent pot hole repairs above 2 x 3 ms (approx.). This will be required to be delivered within existing capital scheme allocation ≤50 - 150≥ Subject to analysis of 17/18 spend on pot	50		50	L	None, other than capitalisation of some salaries	Minimum investment levels to ensure steady state on the network will be monitored	Reallocation of some scheme funding Impact assessment completed

**Sub Total - Service Redesign**

80	500	580
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**Transport & Environment Total**

309	500	809.3
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**Portfolio: Development & Neighbourhoods**

Efficiency Savings									
Development & Neighbourhoods	Policy & Environment	Reduce funding to Avon Catchment. Note agreed at Council February 2018	3		3	L	None	None	
Development & Neighbourhoods	Parks & Bereavement Efficiencies	Reduction in vehicle fleet, increased operational efficiencies, partnership working and increased income generation throughout the parks & bereavement cost centre.	125		125	L	3 FTE posts deleted	Reduction in Vehicle Fleet	These proposals are based on service efficiencies and through benchmarking of charges
Development & Neighbourhoods	Various budget line savings across new Cash Limit	Savings are being taken from various budget lines across Building Control & Public Protection budgets	10		10	L	None	None	Minimal

**Sub Total - Efficiency Savings**

138	0	138
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Income Generating Opportunities									
Development & Neighbourhoods	Neighbourhood Planning applications from Parish Councils	Saving was for 2 years only and therefore requires reversing 2019/20	-50		-50	L	0	None	Increased quality and support to Neighbourhood Plans would further enhance the relationships with communities and parishes.

## 2019/20 Budget Savings & Income Generation Proposals

Portfolio	Savings Title	How to be achieved	19/20 Saving £000	20/21 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 grey are existing savings and income generation proposals from the 2018/19 - 2019/20 budget, these have been reviewed for the 19/20 budget report.*

Development & Neighbourhoods	Determine Permitted Development applications	Planning applications that turn out to be PD are currently returned and refunded irrespective of how much work has been done on them. In future these applications will be validated and passed to a planning officer to determine, thereby keeping the fee	3.5		3.5	L	None	None	Minimal and some authorities already process in this way
Development & Neighbourhoods	Bath Casino Income share	Income from the Casino	95		95	L	None	None	None
Development & Neighbourhoods	S106 Planning Obligations Compliance Advice Service	Introduce a schedule of charges for seeking formal confirmation that planning obligations have been satisfied / discharged.	10		10	L	N/A	N/A	Minimal

**Sub Total - Income Generating Opportunities**

58.5	58.5
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Service Redesign									
Development & Neighbourhoods	Refuse Collection	Increase in charges for the garden waste service. Note saving agreed as part of 2018 budget at Council now amended to reflect increased charges.	35		35	M	None	None	Amended saving to increase charges rather than reduce service
Development & Neighbourhoods	Waste Strategy	Greater reliance on online material with a reduction in hard copies. Saving already agreed as part of the 2018/19 budget at Council February 2018.	20		20	L	None	None	Impacts should be low as residents are used to the new service and require less support/enforcement
Development & Neighbourhoods	Cleansing	Cease funding Parish sweeping schemes. Agreed at Council February 2018.	80		80	L	None	None	Following a working group with parishes, a transitional funding scheme has been put in place to phase out the scheme.
Development & Neighbourhoods	Core Service Redesign	Highway, Traffic, Transportation, Waste, Parks, Cemeteries and Crematorium, Leisure services will be redesigned in consultation with internal/external partners and in accordance with the council's operating model.		200	200	M	Unknown at this time	Unknown at this time	These proposals will be worked up during 2019 and relevant options, risk assessments, EIAs completed at the relevant time

**Sub Total - Service Redesign**

135	335
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**Development & Neighbourhoods Total**

332	331.5
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## 2019/20 Budget Savings & Income Generation Proposals

Portfolio	Savings Title	How to be achieved	19/20 Saving £000	20/21 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 grey are existing savings and income generation proposals from the 2018/19 - 2019/20 budget, these have been reviewed for the 19/20 budget report.*

**Portfolio: Adult Care, Health & Wellbeing**

Efficiency Savings									
Adult Care, Health & Wellbeing	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. Agreed at Council February 2018	25		25	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.
Adult Care, Health & Wellbeing	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.	25		25	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.

## 2019/20 Budget Savings & Income Generation Proposals

Portfolio	Savings Title	How to be achieved	19/20 Saving £000	20/21 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 grey are existing savings and income generation proposals from the 2018/19 - 2019/20 budget, these have been reviewed for the 19/20 budget report.*

Adult Care, Health & wellbeing	Purchased Care –Across Client Groups	<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> <p>Agreed at Council February 2018</p>	1,271		1,271	H	0	None	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. 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.
Adult Care, Health & Wellbeing	Food Policy	Remove the food policy role. Agreed at Council February 2018	40		40	L	1	None	Loss of key source of food policy and strategy work
Adult Care, Health & Wellbeing	Director of Public Health Award	Reduce Council contribution to DPH Award scheme and further explore options for recharging schools or redesigning the service. Agreed at Council February 2018	15		15	L	0	None	May result in less capacity to support schools and/or fewer schools participating in this health initiative.
<b>Sub Total - Efficiency Savings</b>			<b>1,376</b>		<b>1,376</b>				

## 2019/20 Budget Savings & Income Generation Proposals

Portfolio	Savings Title	How to be achieved	19/20 Saving £000	20/21 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 grey are existing savings and income generation proposals from the 2018/19 - 2019/20 budget, these have been reviewed for the 19/20 budget report.*

Growth Avoidance									
Adult Care, Health & Wellbeing	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	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 Care, Health & Wellbeing	Adult Social Care Demographic Growth - Mental Health over 65		190		190	H	0	None	
Adult Care, Health & Wellbeing	Adult Social Care Demographic Growth - Learning Disabilities		348		348	H	0	None	
Adult Care, Health & Wellbeing	Adult Social Care Demographic Growth - Mental Health Adults of Working Age		75		75	H	0	None	
Adult Care, Health & Wellbeing	Adult Social Care Demographic Growth - People with Physical Disabilities		46		46	H	0	None	
<b>Sub Total - Growth Avoidance</b>			<b>992</b>	<b>0</b>	<b>992</b>				

Service Redesign									
Adult Care, Health & Wellbeing	Public Health grant reduction	Redesign and reduction in Public Health work to absorb reduction in Grant funding. Agreed at Council February 2018	222		222	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>222</b>	<b>0</b>	<b>222</b>				

**Adult Care, Health & Wellbeing Total**

<b>2,590</b>	<b>0</b>	<b>2,590</b>
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## 2019/20 Budget Savings & Income Generation Proposals

Portfolio	Savings Title	How to be achieved	19/20 Saving £000	20/21 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 grey are existing savings and income generation proposals from the 2018/19 - 2019/20 budget, these have been reviewed for the 19/20 budget report.*

### Portfolio: Children & Young People

Efficiency Savings									
Children & Young People	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. Agreed at Council February 2018	50		50	M	1	None	Capacity reduced to minimum statutory duty of monitoring school standards, admissions, place planning and sufficiency and champion for disadvantaged children including FSM and LAC
<b>Sub Total - Efficiency Savings</b>			<b>50</b>	<b>0</b>	<b>50</b>				

Service Redesign									
Children & Young People	Redesign Youth Connect Service	This saving reflects year 2 of a saving agreed at Council in February 2018 and is the full year impact of the changes made last year. The service has been redesigned and restructured, resulting in a reduction in staffing from October 2018. An in principal decision has been made by Cabinet to establish a Staff Mutual to allow the service to become independent and potentially enhance the available offer by enabling and encouraging other organisations (eg Town Councils) to take greater responsibility for local activities for young people.	300		300	L	No further reductions	There is ongoing work to transfer the future management of 3 Youth Service buildings	Changes to service already implemented in 2018.
Children & Young People	Capital & Organisation	By reducing the staffing structure of the team as the number of schools convert to academies. Agreed at Council February 2018	40		40	L	1 fte	Nil	Limited impact as responsibility for delivery of some aspects of team will transfer to academies
Children & Young People	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. Agreed at Council February 2018		40	40	H	None anticipated	Nil	The Music Service through its grant from Arts Council is responsible for providing support to low income families. Need to ensure this is not jeopardised by any changes in service delivery or charging.

### 2019/20 Budget Savings & Income Generation Proposals

Portfolio	Savings Title	How to be achieved	19/20 Saving £000	20/21 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 grey are existing savings and income generation proposals from the 2018/19 - 2019/20 budget, these have been reviewed for the 19/20 budget report.*

Children & Young People	Childrens Equipment	Use of DFGs for Equipment	28	-28	0	H	An all age Community Equipment review is currently underway to support the re-procurement of the service in 2019.		TTThe council is required to ensure the Children with SEND have their needs accessed and met. The opportunity exists to cover this through capital grant for 2019/20. For 2020/21, it has been assumed that the revenue budget would be reinstated, pending the outcome of the Community Equipment review and re-procurement
<b>Sub Total - Service Redesign</b>			<b>368</b>	<b>12</b>	<b>380</b>				
<b>Total Children &amp; Young People</b>			<b>418</b>	<b>12</b>	<b>430</b>				

## 2019/20 Budget Savings & Income Generation Proposals

Portfolio	Savings Title	How to be achieved	19/20 Saving £000	20/21 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 grey are existing savings and income generation proposals from the 2018/19 - 2019/20 budget, these have been reviewed for the 19/20 budget report.*

**Portfolio: Transformation & Customer Services**

Efficiency Savings									
Transformation & Customer Services	Consolidation of Marketing and Communication function	As well as being held within the corporate communications team, there are also budgets for marketing and communications dispersed across teams in the council. This proposal seeks savings through more co-ordinated use of these resources. Approved at Council February 2018	60		60	M	Since the initial proposal was drawn up further work has taken place on project scope and on analysing staffing and non staffing budgets. The saving in 18/19 encompasses 1 FTE reduction. Further developments in this project envisage more co-ordinated working between communications staff across the organisation rather than significant structural changes, although this will be reviewed	Minimal	Savings resulting from new customer focused, more agile and digital ways of working resulting in real business improvements for customers and staff across the organisation facilitated and supported by a joined up multi-disciplinary transformation/change team.
Transformation & Customer Services	Consolidation of Performance / Intelligence function	A budget and staffing review and consolidation of relevant functions, followed by zero-based-budgeting exercise and development of new operating model.	250		250	M	5-10	None	Low
Transformation & Customer Services	Corporate Travel	Further reductions on the Council's spend relating to employee travel, including the so-called "grey fleet". This will build on savings already achieved through the implementation of previous phases of the Corporate Travel Plan. Savings will be delivered through further development of our "business travel hierarchy". In particular, there will be a managed increase in the proportion of operational miles undertaken through use of pool cars.	50		50	M	No impact on FTE- wider staff impacts summarised below.	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
Transformation & Customer Services	Registrations	Increase number of registered venues for weddings/ ceremonies. Cross-selling and upselling of event packages.  Estimated 10% increase in income.	9		9	L	0	None	This does require additional work but should be managed within existing resources
Transformation & Customer Services	Training	Training spend across all service areas will be centralised under the Human Resource & Organisation Development budget from 1 April 2019 and savings will be realised as a result.	350		350	M	There will be less overall spend on training, but training will be more focused on corporate priorities and delivered differently, ensuring a consistent and aligned approach for all staff development needs.	None	With the effective use of online training and pooling of resources alongside directed training there should be limited impact to service delivery. Ensuring staff have the relevant knowledge and skills to complete their roles effectively should in the long term impact on staff wellbeing, engagement and reduced absence which is currently an invisible cost.

## 2019/20 Budget Savings & Income Generation Proposals

Portfolio	Savings Title	How to be achieved	19/20 Saving £000	20/21 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 grey are existing savings and income generation proposals from the 2018/19 - 2019/20 budget, these have been reviewed for the 19/20 budget report.**

Transformation & Customer Services	De Minimis level of work for the Chairman's office	Introducing a De Minimis model for the Chairman's role, which will involve the Chair taking part only in the following activities: <ul style="list-style-type: none"> <li>• Chairing Council meetings</li> <li>• Community awards</li> <li>• Citizenship Ceremonies</li> <li>• Memorial Ceremonies (WW1, WW2 etc.)</li> <li>• Royal or dignitary visits</li> <li>• Any local or national significant events (planned or unplanned)</li> </ul>	40		40	L	0.75 FTE	None	Very little impact on service delivery. The proposal seeks to focus the role of the Chairman around core activities of the position and the Council such as chairing the formal Council meetings and items of Civic importance
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**Sub Total - Efficiency Savings**

759	0	759
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Income Generating Opportunities									
Transformation & Customer Services	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. Note Approved by Council in February 2018	50		50	H	0	None	Community benefits from increased security for those that use the service.  Continuation of savings from 17/18 and 18/19.
Transformation & Customer Services	Energy services for B&NES	The Council to let concession type contract and in partnership with local community enterprise, to deliver a 100% local green energy tariff for local residents and a fairer option for low income households and those with pre-payment meter. Provides income through customer referral fees. Note approved by Council in February 2018"	15		15	M	None	None	Our Local Green Tariff enables residents to buy locally produced green energy, cutting local carbon emissions and stimulating the market. Provides a fairer deal for lower income, vulnerable and fuel poor households through separate Fairer power tariff

**Sub Total - Income Generating Opportunities**

65	0	65
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## 2019/20 Budget Savings & Income Generation Proposals

Portfolio	Savings Title	How to be achieved	19/20 Saving £000	20/21 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 grey are existing savings and income generation proposals from the 2018/19 - 2019/20 budget, these have been reviewed for the 19/20 budget report.*

Service Redesign									
Transformation & Customer Services	Modern Libraries and Customer Services review	Continue to implement new ways of working to provide effective and efficient Library and Information Centres in our main urban areas to deliver our statutory universal offer to the community. Work with local communities delivering local library services to ensure they are sustainable and supported to deliver the service that their community needs.  A new mobile library will be introduced in 2019 and routes constantly reviewed to ensure they meet community needs.	350	350	700	M	Staff reductions have been made by not filling vacant positions through natural attrition as a result of introducing more efficient ways of working and supporting technology. This will be continued where appropriate especially as the focus changes of front line services is impacted by the continued reduction in Housing Benefit work and growth in support of digital skills for Universal Credit and other initiatives	None	We will see an increased focus on the new digital agenda; helping people to access online resources and gain appropriate skills; with a focus on children and families and developing skills for the economy  Access to 3 million books across Libraries West will be maintained and the delivery of our universal offers  In rural areas the impacts will dependent upon local community solutions in an increasing number of vibrant community hubs.
Transformation & Customer Services	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. Note already agreed at Council in February 2018.	60		60	M	3-4	None	Previously agreed staff reductions from a corporate approach to functions delivered by this service.
Transformation & Customer Services	Service redesign/digital business improvement	Savings resulting from new customer focused, more agile and digital ways of working resulting in real business improvements for customers and staff across the organisation facilitated and supported by a joined up multi-disciplinary transformation/change team.	750		750	H	To be confirmed	Not known	Not known
<b>Sub Total - Service Redesign</b>			<b>1,160</b>	<b>350</b>	<b>1,510</b>				
<b>Transformation &amp; Customer Services Total</b>			<b>1,984</b>	<b>350</b>	<b>2,334</b>				

### Portfolio: Finance & Efficiency

Efficiency Savings									
Finance & Efficiency	Finance – Income and Debt Transactional Services	To consolidate the approach to income collection and debt recovery services across the Council. Note already agreed at Council February 2018 and reprofiled		10	10	M	0	None	Further alignment of practices and recovery between departments
Finance & Efficiency	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. Note already agreed at Council February 2018	300		300	H	tba	Greater efficiency within the Commercial Estate	N/A

## 2019/20 Budget Savings & Income Generation Proposals

Portfolio	Savings Title	How to be achieved	19/20 Saving £000	20/21 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 grey are existing savings and income generation proposals from the 2018/19 - 2019/20 budget, these have been reviewed for the 19/20 budget report.*

Finance & Efficiency	IT Supply chain efficiencies and technology changes	Reducing spend through re-procurement and / or by changing some of the technologies we are using. Note already agreed at Council February 2018	112		112	L	0	None	Ongoing efficiency programme following insourcing of IT service and centralisation of IT spend
Finance & Efficiency	Procurement Savings	Review of all contractual and non-contractual spend.	388	1,500	1,888	M	None	None	Additional support will be provided to assist with delivery
Finance & Efficiency	Reduction in Pension Requirement	This saving is due a reduction in employer pension contributions for staff who were previously employed by B&NES	90		90	L	None	None	None
Finance & Efficiency	Salary Turnover Savings	The saving will be achieved through each Director managing vacancies within their staffing budget	250		250	L	Possible delay in recruitment	None	Possible impact but the overall saving target should be manageable at less than 1% of payroll costs
<b>Sub Total - Efficiency Savings</b>			<b>1,140</b>	<b>1,510</b>	<b>2,650</b>				

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Income Generating Opportunities									
Finance & Efficiency	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> Note already agreed at Council February 2018	280	270	550	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.
Finance & Efficiency	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. Note already agreed at Council February 2018	25		25	H	0	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.
Finance & Efficiency	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. Note already agreed at Council February 2018 but a further £100k now achievable.	160		160	L	0	None	None

## 2019/20 Budget Savings & Income Generation Proposals

Portfolio	Savings Title	How to be achieved	19/20 Saving £000	20/21 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 grey are existing savings and income generation proposals from the 2018/19 - 2019/20 budget, these have been reviewed for the 19/20 budget report.*

Finance & Efficiency	Office Accommodation	As staffing levels reduce due to current financial pressures, rent out vacated office accommodation esp. Lewis House. Note already agreed at Council February 2018 but reprofiled.	300	300	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.
Finance & Efficiency	Diversification and Longer Term Investment - Treasury Management	The Council has a successful strategy of using cash balances to minimise borrowing. The introduction of MIFID requires the council to retain a core investment balance of £10m to be able to comply with meeting the requirements needed for professional status. It is proposed that we diversify this £10m from short-term investments into longer term funds such as the CCLA (a property fund with a nationwide portfolio) and other combined funds.	200		200	L	None – but we will need to ensure we retain staff in this area to actively manage the investments	None	Additional investment income target of £250k net of funding required to maintain existing level of treasury management resourcing £50k.
<b>Sub Total - Income Generating Opportunities</b>			<b>965</b>	<b>570</b>	<b>1,535</b>				

### Service Redesign

Finance & Efficiency	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. Note already agreed at Council February 2018.	20		20	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
Finance & Efficiency	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. Note already agreed at Council February 2018	41		41	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 & Efficiency	Finance - Changes to Service Provision	This will depend on the demands on the service in terms of the success in reducing the number of capital and revenue projects. Note already agreed at Council February 2018 but revised and reprofiled		100	100	M	2.5	None	
<b>Sub Total - Service Redesign</b>			<b>61</b>	<b>100</b>	<b>161</b>				

### Refinancing

Finance & Efficiency	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. Already approved and the last year of budget adjustment.	-160		-160	L	0	None	None
<b>Sub Total - Refinancing</b>			<b>-160</b>	<b>0</b>	<b>-160</b>				

### Finance & Efficiency Total

<b>2,006</b>	<b>2,180</b>	<b>4,186</b>
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### 2019/20 Budget Savings & Income Generation Proposals

Portfolio	Savings Title	How to be achieved	19/20 Saving £000	20/21 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 grey are existing savings and income generation proposals from the 2018/19 - 2019/20 budget, these have been reviewed for the 19/20 budget report.*

**Portfolio: Leader**

Service Redesign									
Leader	Legal Service review of external legal spend and use of business partnering	Review use of external legal advice corporately and use of business partnering. Note already agreed at Council February 2018	50		50	H	0	None	Improved value for money

<b>Sub Total - Service Redesign</b>	<b>50</b>	<b>0</b>	<b>50</b>
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<b>Leader Total</b>	<b>50</b>	<b>0</b>	<b>50</b>
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<b>OVERALL SAVINGS</b>	<b>8,851</b>	<b>3,242</b>	<b>12,093</b>
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New & Emerging Capital Programme Items 2019/20 - 2023/24

APPENDIX 3

Project Name	COSTS			FUNDING		Approval	
	2019/20	2019/20 Onwards	Total 5 Year cost	Borrowing & Capital Receipts	Grants & External Funding		
<b>Children &amp; Young People</b>							
Basic Need Grant	( 150)	6,578	6,428	-	6,428	Provisional	Funding allocated to support the provision of sufficient school places which is a statutory responsibility of the Council. Funding Allocation in 19/20 made to Feasibility Studies below.
Basic Need Project Feasibility	150	-	150	-	150	Full	The feasibility budget allows officers to undertake feasibility studies and options appraisals to determine suitable solutions for school expansions and delivery of new schools.
SCPM (Schools Capital Planned Maintenance) Grant	2,790	-	2,790	-	2,790	Full	To address the worst condition issues at schools maintained by the Council. Allocations are made by the DfE on an annual basis.
Schools DDA & Minor Works (funded from SCPM)	250	-	250	-	250	Full	The budget is allocated to address smaller condition issues such as renewal of heating controls and replacement of obsolete distribution boards and other ad hoc issues as they arise throughout the year.
Schools Emergency Works (funded from SCPM)	250	-	250	-	250	Full	The Emergency works budget meets larger unforeseen condition issues as they occur throughout the year. This might include replacement of a failing temporary building or some major roof works.
Schools CIL	950	-	950	-	950	Provisional	Provision of sufficient school places from new developments to allow the Council to meet its statutory duties funded by Community Infrastructure Levy (CIL).
SEND Capital Projects	67	67	134	-	134	Provisional	Grant to support expansion of educational provision for children with Special Educational Needs & Disabilities (SEND).
Alternative Education Provision	1,234	-	1,234	1,093	141	Provisional	Refurbishment and renovation of a premises that was previously a primary school (St Johns, Lower Bristol Road), into alternative education provision for secondary age pupils in B&NES.
<b>Children &amp; Young People Total</b>	<b>5,541</b>	<b>6,645</b>	<b>12,186</b>	<b>1,093</b>	<b>11,093</b>		
<b>Development &amp; Neighbourhoods</b>							
Parks S106 and CIL	173	( 273)	( 100)	-	( 100)	Provisional	An ongoing programme to ensure green spaces are safe to use and maintainable to a high standard.
Vehicle Replacement Programme	484	244	728	728	-	Provisional	Replacement end of life vehicles and additions to accommodate housing growth for the Waste, Recycling, Cleansing, Parks and Public Protection teams, subject to annual review of vehicle conditions.
Keynsham Leisure Centre	250	-	250	-	250	Provisional	A required addition to programme budget funded by CIL.
Air Quality monitoring equipment	-	40	40	40	-	Provisional	To achieve data capture in excess of 85% at the automatic monitoring locations to establish whether we meet the national air quality objectives and obtain data to establish the success of the Clean Air Zone.
Air Quality Study in Temple Cloud and Farrington Gurney	50	-	50	-	50	Provisional	Air Quality Management Areas have been declared in Temple Cloud and Farrington Gurney under the Environment Act 1995. The Council must develop plans to mitigate the levels of nitrogen dioxide.
Parks Foundation	50	-	50	-	50	Provisional	Parks Foundation projects to be included in the Council's capital programme as and when funds become available.
Public Tennis Improvements in Bath	715	-	715	-	715	Provisional	Capital improvements earmarked at Sydney Gardens, RVP and Alice Park to drive up participation in tennis in a sustainable way.
Tennis provision Chew Valley	120	-	120	-	120	Provisional	Public tennis improvements in the Chew Valley.
Bath Spa Water Monitoring	77	-	77	77	-	Full	Replacement of end of life water monitoring equipment to meet Avon Act obligations.
Waste Baler Replacement	350	-	350	350	-	Provisional	Replacement of equipment packing waste for disposal.
<b>Development &amp; Neighbourhoods Total</b>	<b>2,269</b>	<b>11</b>	<b>2,280</b>	<b>1,195</b>	<b>1,085</b>		
<b>Economic &amp; Community Regeneration</b>							
Disabled Facilities Grant	-	1,150	1,150	-	1,150	Full	The Housing Grants, Construction & Regeneration Act 1996 requires the Council to fund certain types of adaptations for disabled householders, subject to a financial means test.
Affordable Housing	-	635	635	405	230	Provisional	To support the Council's strategic aim of delivering Affordable Housing and, where required, the recovery of empty properties.
Bathscape	50	-	50	-	50	Provisional	Public Rights of Ways Improvements associated with Heritage Lottery award being progressed, representing Council matching funding.
BWR Phase 2	4,000	9,500	13,500	-	13,500	Provisional	To address viability issues relating to land assembly and infrastructure for the Bath Western Riverside (BWR) site.
Town & Local centres Public Realm	50	-	50	-	50	Provisional	Improvements to Public realm being developed to include Midsomer Norton and Keynsham.

Project Name	COSTS			FUNDING		Approval	
	2019/20	2019/20 Onwards	Total 5 Year cost	Borrowing & Capital Receipts	Grants & External Funding		
Bath City Centre Security	145	-	145	95	50	Full	This project involves coordinating public realm investment in Bath City Centre to increase security for residents and visitors.
Housing Infrastructure Fund & Housing Deal	2,000	-	2,000	-	2,000	Provisional	The Housing Infrastructure Fund (HIF) is Government's flagship national funding stream to enable and accelerate increased housing delivery for the commitments made in the Housing White Paper.
Bath Quays - Weston Island	100	-	100	100	-	Provisional	A key City centre site to enable comprehensive redevelopment to promote the aims and objectives of the EZ in terms of business rates income, housing delivery, job delivery and income growth.
<b>Economic &amp; Community Regeneration Total</b>	<b>6,345</b>	<b>11,285</b>	<b>17,630</b>	<b>600</b>	<b>17,030</b>		
<b>Finance &amp; Efficiency</b>							
Capital Contingency	5	-	5	5	-	Provisional	Replenishment of capital contingency.
Bath Area Form CIL	434	-	434	-	434	Provisional	Schemes to be agreed by the Area Forum.
Corporate Planned Maintenance	2,000	-	2,000	2,000	-	Full	Comprises a programme of individual projects across the Corporate estate which relate to corporate priorities and enactments relating to the management of the estate.
Customer Payments security and channel shift	68	136	204	204	-	Provisional	System and infrastructure developments to ensure compliance with Payment Card Industry Data Security Standards (PCIDSS), security measures & associated channel shift.
Commercial Estate refurbishment Programme	400	-	400	400	-	Provisional	The Commercial Estate provides a significant income to the authority through rental income and capital investment is required to secure new lettings.
<b>Finance &amp; Efficiency Total</b>	<b>2,907</b>	<b>136</b>	<b>3,043</b>	<b>2,609</b>	<b>434</b>		
<b>Transformation &amp; Customer Services</b>							
IT Asset Refresh	821	372	1,193	1,193	-	Full	Rolling programme to replace end of life equipment.
Digital Programme	1,000	-	1,000	1,000	-	Provisional	To provide the organisation with the digital technology and infrastructure to enable the ongoing transformation for both our workforce and citizens.
<b>Transformation &amp; Customer Services Total</b>	<b>1,821</b>	<b>372</b>	<b>2,193</b>	<b>2,193</b>	<b>-</b>		
<b>Transport &amp; Environment</b>							
Transport Improvement Programme	-	1,163	1,163	-	1,163	Full	Transportation schemes to support the delivery of the Joint Local Transport Plan and Transport Strategies objectives.
Highways Maintenance Block	-	7,353	7,353	-	7,353	Full	Department for Transport (DfT) Section 31 Annual Capital Grant allocation for Highway Structural Maintenance Block Programme for provisional capital programme entry.
Parking Services Vehicle Replacement	60	-	60	60	-	Provisional	Replacement of the vans at the end of their serviceable life, reviewed and evaluated annually. Realignment made from equipment below.
Parking Enforcement Equipment	-	( 30)	( 30)	( 30)	-	Provisional	Hand Held Computer Terminals (HHCT), printers and related equipment used by Civil Enforcement Officers (CEOs) to issue Penalty Charge Notices (PCNs) for contravention of parking restrictions.
Additional Highways Maintenance Funding	1,000	-	1,000	-	1,000	Full	Additional capital investment to supplement the Department for Transport (DfT) Structural Maintenance Block Section 31 Capital Grant Funding for 2019/20.
Passenger Transport Vehicle Replacement	( 135)	220	85	85	-	Provisional	Replacement of Passenger Transport fleet to provide accessible transport for home to school and social services requirements. Requirement for each year realigned following review.
Highways and Traffic Fleet Vehicle Renewal	-	325	325	325	-	Provisional	Rolling Replacement Programme for Highways & Traffic fleet, including the branded inspection vehicles.
Somerdale Bridge	200	2,000	2,200	-	2,200	Provisional	Somerdale development 106 agreements gives funding towards a new cycling and footbridge across the River Avon.
CIL Funding - Whitchurch Highways	200	-	200	-	200	Provisional	The A37 / Staunton Lane at Whitchurch traffic signal junction will be improved.
<b>Transport &amp; Environment Total</b>	<b>1,325</b>	<b>11,031</b>	<b>12,356</b>	<b>440</b>	<b>11,916</b>		

# Working Together on our budget, our plans and our communities

## Budget Q&As 2018

### **Chew Valley Forum**

**Date:** 26<sup>th</sup> November 2018

**Venue:** The Library Chew Valley School

**No of attendees:** 16

**Presenters:** Mike Bowden introduction, Cllr Charles Gerrish. The presentation given can be found [here](#). Following the presentation a question and answer session was held.

<b>Question 1:</b>	<b>Assuming it were to go through will the Bath Clean Air Zone (CAZ) affect revenue?</b>
Answer 1:	Any revenue raised from charges would first go towards the zone's on-going operating costs. Any surplus revenue would have to be re-invested in projects that encourage cleaner transport and travel in and around Bath.
<b>Question 2:</b>	<b>Might the Clean Air Zone also come with bigger costs?</b>
Answer 2:	The costs for implementing the Clean Air Zone are being met from central government funding.
<b>Question 3:</b>	<b>What modelling has been done for Brexit given the income from tourism?</b>
Answer 3:	The Local Government Association are providing advice to local councils. The fall in the pound has led to an increase in visitors from abroad and from UK visitors staying in the UK.
<b>Question 4:</b>	<b>A significant number of carers come from overseas – are you concerned that the care sector could implode as a result of Brexit?</b>
Answer 4:	We do share these concerns and lobbying has taken place through the LGA. It is recognised that caring should not be seen as a low-skill profession.
<b>Comment 1:</b>	<b>Carers may have qualifications that may not be recognised here in future.</b>
<b>Comment 2:</b>	<b>There has been a massive increase in people with mental health needs but not all organisations can cope or are qualified to address these.</b>
Response 2:	We are dependent on external funding to deliver services and work closely with organisations such as DHI (Developing Health and Independence). There is some funding from the Government to assist but demand is outstripping supply.
<b>Question 5:</b>	<b>You mentioned a 40% increase in looked after children – this seems high – why the increase?</b>
Answer 5:	There are a number of factors, including unaccompanied asylum seeking children and an increase in children with significant health conditions. our numbers were low to start with, but the increase has now brought us up to the national average. it is hard to pinpoint a single factor but we are a small population so one or two large families can impact the percentages.
<b>Comment 3:</b>	<b>You said that 82p in the pound is spend on adult and children's social care but need to make a £50m saving over the next 5 years. By the time you get to this, you will only be delivering care and tiny bit of something else.</b>
Response 3:	We hope not – we hope to generate more income, for example through our housing company. We are being very pro-active in this respect.
<b>Comment 4:</b>	<b>The Wigan Deal was presented to the Clinical Commissioning Group and is a powerful story. Getting communities to work better together and the 'invest to</b>

	<b>save' model are critical.</b>
Response 4:	Yes adult social care in particular is a national problem. We understand that the Government is preparing a green paper on this issue. We are still waiting for this but it could change things.

### **Somer Valley Forum**

**Date: 29<sup>th</sup> November 2018**

**Venue: Midsomer Norton Town Hall**

**No of attendees: 15**

**Presenters:** Martin Shields introduction, Cllr Charles Gerrish and Ashley Ayre. The presentation given can be found [here](#). Following the presentation a question and answer session was held.

<b>Question 1:</b>	<b>There needs to be a level playing field for businesses in the High Street. There are too many charity shops – can we do anything about this?</b>
Answer 1:	There have been some recent changes for smaller shops in respect of business rates. Cllr Myers has also secured investment in Bath and Midsomer Norton High Streets from a WECA fund of up to £10m.
<b>Question 2:</b>	<b>I'm very disappointed that the arts have been cut, especially in the light of escalating mental health issues – they can be very helpful with this. Is it worth cutting in light of this?</b>
Answer 2:	If we continued to fund this service, we would have to cut something else. We don't want to cut services but we do need to balance the books.
<b>Question 3:</b>	<b>The figure of £100 income for every lorry of recycling has been around for some time but the Chinese are becoming more discriminating on what they will accept. Will this figure change?</b>
Answer 3:	We do not send our recycling materials to China - it is dealt with more locally. However, the costs of disposal of waste will increase so we do need people to recycle more. We can interest organisations in buying recyclable items that they can re-use and officers are currently looking at how to maximise these opportunities.
<b>Question 4:</b>	<b>In terms of the Capital Programme Review, we know about Bath Central Library – are there any others?</b>
Answer 4:	Some projects have been taken out of the programme as they have been completed. Other schemes have been reviewed so spend figures and profiles may be updated.
<b>Comment 1:</b>	<b>Reporting via Fix My Street has been very successful. I reported a broken manhole cover at 8.45am and it was fixed by 11am the same day. It is easy to moan but many things do get done.</b>

### **Keynsham Area Forum**

**Date: 3<sup>rd</sup> December 2018**

**Venue: Keynsham Community Space**

**No of attendees: 28**

**Presenters:** Martin Shields introduction, Cllr Charles Gerrish and Ashley Ayre. The presentation given can be found [here](#). Following the presentation a question and answer session was held.

<b>Question 1:</b>	<b>The media have led us to believe the Council will make an extra contribution to Policing – is this true?</b>
Answer 1:	The Council collects the precept for a number of organisations including the Police. They set their own precept. The Council does not fund the Police directly – the precept comes from Council Taxpayers.

<b>Question 2:</b>	<b>There is a budget line of £250k for Saltford Station. The Leader of the Council has been quoted as saying that no trains will stop there, so will this budget item be dropped?</b>
Answer 2:	The Council continues to support the proposal.
<b>Comment 1:</b>	<b>Saltford Parish Council has had a letter from Network Rail contradicting what the Council has said regarding a station's viability.</b>
Response 1:	The proposal for a station at Saltford is now the responsibility of the West of England Combined Authority (WECA) and the Council has agreed to allocate a budget line. However, WECA is proposing a light rail which will include more stops with such a system.
<b>Question 3:</b>	<b>Where will the traffic go if there is light rail on the road?</b>
Answer 3:	The light rail would run alongside the existing rail line, not on the road.
<b>Question 4:</b>	<b>I appreciate the work that Councillors and officers do to produce these budgets. I am dismayed at the £50m cuts over the next 4 – 5 years. The Government has been condemned by the United Nations. I am impressed that Cllr Gerrish is on top of his brief. However, I would have liked to see this information in a booklet beforehand. I propose that a meeting of the citizens of Keynsham be arranged so we can go through the budget and come up with suggestions. There are public loan boards – have we got anything like that? Do we fine bad landlords?</b>
Answer 4:	<p>Yes we do fine bad landlords and there have been articles in the press about this. The Council does not have any PFI commitments and has reviewed its borrowing but the penalties of paying off loans sometimes outweigh the savings. The last borrowing in October was at a cheaper rate than a loan taken out in April due to the diligent work of officers.</p> <p>This Forum is not solely for the citizens of Keynsham but a wider geographic area. The whole point of the Forum meetings is to reach out to the community and there is a limit to what we can resource in terms of organising and holding further meetings. The Forum meetings are also non-political. The budget presentation will be circulated to the Forum and if you have any further questions or suggestions, these can be passed to officers. We will look at how we engage in the future.</p>
<b>Question 5:</b>	<b>Is it correct that Business Rates go to Central Government?</b>
Answer 5:	They did, with a proportion coming back to the Council – around 46% with the rest shared amongst other Local Authorities. When the Council joined WECA we were able to retain them which gave us £2m income. However, there is a review by the Government on the amount of business rates that local councils will be able to retain which has not yet been confirmed.
<b>Question 6:</b>	<b>So, if we could retain 100% of Business Rates, we wouldn't have a deficit issue?</b>
Answer 6:	The budget pressures continue, an example being that the law changed which required Council's to continue to support young people with Special Educational Needs until they are 25, not 18. There are no funds from Government to support this and we do not have the necessary educational facilities within our district. Therefore, we have to pay to transport such students to suitable colleges outside the area.
<b>Comment 2:</b>	<b>There has been a reduction in Youth Services annually for years. Keynsham Town Council has taken them over here. It is good to hear about the staff mutual but you haven't told us how this works.</b>
Response 2:	The staff mutual will be able to access external funding that the Council cannot. The staff will no longer be employed by the Council and the youth centre buildings the Council own will be run differently – this is how savings will be made. The Council will make a £500k provision to support the mutual.

<b>Question 7:</b>	<b>So it is being done on a wing and a prayer?</b>
Answer 7:	No – a business case has been prepared and will be ratified by the Council.
<b>Comment 3:</b>	<b>Charities such as the Citizens Advice Bureau (CAB) get a grant to help the most vulnerable which you say is one of your priorities. However, if you cut their £5m grant by 10%, there will be a reduction in their services. I have volunteered with them for 12 years and they help a lot of people.</b>
Response 3:	<p>We have no plans to re-negotiate our contract with the CAB as part of this budget.</p> <p>The Government recently announced that the CAB nationally will take on the advisory service for Universal Credit, so they will get funds from central Government. We commission £130m worth of services a year from the third sector and community groups and need to keep this under review but have not reduced the grant to the CAB. However, balancing the books does mean cuts elsewhere. With just over 81p in the pound going on vulnerable children and adults, this is a challenge.</p> <p>We have just signed with the CAB for the next year and as well as funding, we give them free access to our premises including office space.</p>
<b>Comment 4:</b>	<b>The Keynsham Winter Festival took place last week and volunteers from Keynsham Wombles collected just 7 bags of litter. This is astonishing for an event that attracted 6,000 people. In previous years, they have collected 30 bags of litter so the messages around this are filtering through.</b>

## **Joint 3SG Bath City, Cam Valley and Bathavon Forum**

**Date:** 10<sup>th</sup> December 2018

**Venue:** Brunswick Room, Guildhall, Bath

**No of Attendees:** 32

**Presenters:** Ashley Ayre introduction and Cllr Charles Gerrish. The presentation given can be found [here](#). Following the presentation a question and answer session was held.

<b>Question 1:</b>	<b>When Ben Howlett was MP the estimated no of jobs created from Bath Quay's site was 5,000 jobs and now you state that there will be 9,000 jobs created. How can you achieve those numbers?</b>
Answer 1:	It is important that we create jobs locally particularly highly skilled jobs. There are a vast amount of people who travel out of the area for work and those travelling in. This will help reduce in and out commuting.
<b>Question 2:</b>	<b>There are 43 empty shops in Bath what type of employment space will be created.</b>
Answer 2:	We are looking at creating more office accommodation to attract new businesses into the area.
<b>Question 3:</b>	<b>You talked about building affordable homes, can you confirm that there will be an increase and not a net decrease?</b>
Answer 3:	I am unable to give the exact figures regarding housing growth numbers but it's important that we identified sites and current constraints such as lobby government about Air BnB and HMOs. Although it's not that straight forward, as HMOs are not always taken up as student houses, they are also used by young professionals.
<b>Question 4:</b>	<b>Explain the thinking behind the housing company.</b>
Answer 4:	The Council used to provide social housing. In early 2000, the Council took a decision to pass its housing stock to the social housing provider, which was Somer Housing, now known as Curo. From that point the Council ceased to have a housing revenue account. The property company is at arms length, although the Council is the sole shareholder. The company is converting a number of empty premises above the shops. These have remained empty for a number of years. This is an opportunity to convert them into residential uses. We are also converting our former

	Council offices in Keynsham into 95 new homes, some will be available for sale and some rented. The income will come back to the Council.
<b>Question 5:</b>	<b>I understand the principle, but why can't the Council just deliver them?</b>
Answer 5:	We cannot compete with the social housing provider. The property company can bring forward sites that wouldn't have happened otherwise. There is a site in lower Weston that we are working with the Duchy. It's a unique site and we are looking at developing sustainable properties.
<b>Question 6:</b>	<b>Clearly there is a growing expectation for volunteers to step forward, is there evidence that there are enough volunteers to take up the slack</b>
Answer 6:	There are never enough volunteers. Good neighbours and being neighbourly is different from volunteering.
<b>Question 7:</b>	<b>There is advice that 15% of the transport budget should be allocated to cycling and walking, will you ensure that the transport budget is adequately split to fund cycling and walking initiatives?</b>
Answer 7:	I suggest we take this away and find out more.
<b>Question 8:</b>	<b>There is a shortfall in the budget of £6million before Council tax increases. What would 1% Council tax rise be?</b>
Answer 8:	1% raises about £800k. Council tax rises are capped.
<b>Comment 6:</b>	<b>There is often confusion between volunteering and the voluntary sector. Many voluntary organisations are quite sizeable and have paid professionals. It is very different.</b>
<b>Comment:7</b>	<b>There are many young professional and young vulnerable people who need housing to rent particularly those under 25.</b>
Response: 7	We are working with the YMCA on a housing project.
<b>Question 9:</b>	<b>In terms of working together, placed based commissions, health and education, what are you doing to help those young people who are excluded from school.</b>
Answer 9:	The majority of schools in B&NES are now Academies. We commission alternative provision working with and involving schools and other partners. The education service is shrinking. We do monitor exclusions and challenge them.
<b>Question 10:</b>	<b>Within the presentation you highlight the negative impact of the Universities on the Council tax and the loss of HMOs, what are you doing to ensure they pay their way?</b>
Answer 10:	We are having conversations with both universities. There is a degree of engagement and we hope to reach a degree of understanding.
<b>Question 11:</b>	<b>The average salary is £27.5k, how many properties in the Keynsham development will be within their price range?</b>
Answer 11:	We are developing 95 new homes, some will be under £150k and will be available for local people. We will go back to the Board and ask for more information.
<b>Question 12:</b>	<b>One good thing that has happened is the waste collection which must have saved money and is also good for the environment. Have you got other ideas to make improvements, such as encouraging businesses to recycle?</b>
Answer 12:	This is a very good point. Our enforcement teams are very proactive and take action against businesses.
<b>Question 13:</b>	<b>How do you guarantee that affordable housing doesn't get taken over by investment?</b>
Answer 13:	This is a decision for the Company Board and it is an issue that we will be addressing with them.

<b>Question 14:</b>	<b>In your presentation you refer to the Wigan Deal. They ask citizens to commit to doing their bit. Are you planning to roll out something similar? How can we help you with developing ideas and work with you?</b>
Answer 14:	We are using the basis of the Wigan Deal. A meeting last month of the voluntary sector focussed on how we can work together and promote the services that are available locally. An example given was the Frome Model, there is an opportunity to create something similar in Banes. We are keen to hear new ideas.
<b>Question 15:</b>	<b>In relation to your acquisitions for commercial property with another local authority are you also looking at property for housing and what is the % debt to the value of the property?</b>
Answer 15:	The Council owns a number of commercial properties throughout the city, most of which are within retail. The retail sector is not very buoyant and therefore it's important to diversify our holdings. Rather than dispose of property we are acquiring additional property. The level of debt is lower than the private sector. The previous administration agreed to purchase an old bank building on Milson Street. The overall proportion of debt is 30% of the property value.
<b>Question 16:</b>	<b>Does the Council subsidise refugees and can we accept further refugees? There is a family who is in unsuitable housing.</b>
Answer 16:	The families accepted under the Government's scheme come with a funding package. Some of the grant is to help set up their accommodation. With regard to additional families this will be subject to suitable accommodation. We currently have 18 unaccompanied children in the resettlement scheme. With regard to the specific case you mention we should talk after the meeting about this.
<b>Question 17:</b>	<b>There are more cuts that need to be found, at what point will we no longer be able to achieve the cuts?</b>
Answer 17:	The Fair Funding review will be announced in the Spring. This may give us some answers. The model is currently unsustainable. We have first class special schools and therefore we do attract people from outside the area to relocate. The additional pressure to fund SEN up to the age of 25 have added further pressure on local authority budgets as there was no additional funding available.

## 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, 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, and Midsomer Norton public libraries.*

Ref Date	Decision Maker/s	Title	Report Author Contact	Director Lead
<b>21ST JANUARY 2019</b>				
15 Jan 2019	<b>PHED PDS</b>	<b>Corporate &amp; Budget Planning 2019-20</b>	Steve Harman  Donna Parham Tel: Mob: 07530263207  Tel: 0122539	Director Finance - Section 151 Officer
21 Jan 2019	<b>CTE PDS</b>			
22 Jan 2019	<b>CYP PDS</b>			
30 Jan 2019	<b>HWSC</b>			
21 Jan 2019	<b>CTE PDS</b>	<b>Community Asset Transfer Policy</b>	Sara Dixon, Locality Manager, email: sara_dixon@bathnes.gov.uk Richard Long, Andy Thomas Tel: 01225 477075, Tel: 01225 394322	Director Partnership & Corporate Services  Director of Economy & Growth
6 Feb 2019 <b>E3108</b>	<b>Cabinet</b>			
<b>11TH MARCH 2019</b>				
11 Mar 2019	<b>CTE PDS</b>	<b>Transport Strategy</b>	Chris Major Tel: 01225 39 4231	Director Environment
<b>ITEMS TO BE SCHEDULED</b>				
	<b>CTE PDS</b>	<b>Bath Library Integration Plan</b>	Tracey Long	Director Partnership & Corporate Services
	<b>CTE PDS</b>	<b>Rural Transport</b>	Chris Major Tel: 01225 39 4231	Director Environment

Ref Date	Decision Maker/s	Title	Report Author Contact	Director Lead
	CTE PDS	Gulls Nest Programme	Cathryn Brown Tel: 01225 477645	Director Environment
The Forward Plan is administered by <b>DEMOCRATIC SERVICES</b> : Micheala Gay 01225 394411 Democratic_Services@bathnes.gov.uk				

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