

Planning, Housing and Economic Development Policy Development and Scrutiny Panel

Date: Tuesday, 16th January, 2018

Time: 2.00 pm

Venue: Council Chamber - Guildhall, Bath

Councillors: Councillor Will Sandry

Councillor Barry Macrae

Councillor Rob Appleyard

Councillor Colin Blackburn

Councillor Lisa O'Brien

Councillor David Veale

Councillor Liz Richardson

Chief Executive and other appropriate officer
Press and Public



Mark Durnford

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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:-**

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**Planning, Housing and Economic Development Policy Development and Scrutiny Panel -
Tuesday, 16th January, 2018**

at 2.00 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 - 7TH NOVEMBER 2017 (Pages 5 - 16)

8. CABINET MEMBER UPDATE

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

9. COUNCIL OPERATIONAL PLAN (Pages 17 - 84)

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

10. BRISTOL AIRPORT MASTER PLAN

The Panel will receive a presentation on this item from Simon Earles, Planning and Sustainability Director of Bristol Airport.

11. THE ROLE OF THE WEST OF ENGLAND COMBINED AUTHORITY (WECA)

The Panel will receive a presentation on this item from the Divisional Director for Community Regeneration.

12. PANEL WORKPLAN (Pages 85 - 88)

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

The Committee Administrator for this meeting is Mark Durnford who can be contacted on 01225 394458.

BATH AND NORTH EAST SOMERSET

**PLANNING, HOUSING AND ECONOMIC DEVELOPMENT POLICY DEVELOPMENT
AND SCRUTINY PANEL**

Tuesday, 7th November, 2017

Present:- Councillors Will Sandry (Chair), Barry Macrae (Vice-Chair), Rob Appleyard, Colin Blackburn, Lisa O'Brien, Anthony Clarke (in place of David Veale) and Liz Richardson

Also in attendance: Graham Sabourn (Head of Housing), Simon De Beer (Group Manager for Policy & Environment), John Cox (Business Support and Development Manager), Richard Daone (Team Manager for Planning Policy), Tim Hewitt (Regeneration Team Manager) and Kaoru Jacques (Senior Planning Officer)

Cabinet Member for Development and Neighbourhoods: Councillor Bob Goodman

Cabinet Member for Economic and Community Regeneration: Councillor Paul Myers

24 WELCOME AND INTRODUCTIONS

The Chairman welcomed everyone to the meeting, in particular Councillor Liz Richardson as she had now become a permanent member of the Panel. He also wished to thank Councillor Fiona Darey for the work she had carried out in her time on the Panel.

25 EMERGENCY EVACUATION PROCEDURE

The Chairman drew attention to the emergency evacuation procedure.

26 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Councillor David Veale had sent his apologies to the Panel, Councillor Anthony Clarke was present for the duration of the meeting as his substitute.

27 DECLARATIONS OF INTEREST

There were none.

28 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

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

There were none.

30 MINUTES - 5TH SEPTEMBER 2017

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

31 CABINET MEMBER UPDATE

Councillor Paul Myers, Cabinet Member for Economic and Community Regeneration addressed the Panel, a summary of his update is set out below.

Bath Quays North – Masterplan Consultation

He explained that drop-in information sessions have been organised between 8th – 11th November. At each session there will be an architectural model and display boards outlining the plans and members of the public will be able to put forward their views and comments. He said that outline planning consent for the site would soon be sought, possibly in December.

Bath Quays Bridge

He stated that the bridge will connect the proposed development sites of Bath Quays North and South and enhance the improved connectivity between the riverside and Bath city centre. He said that following planning permission being granted in March 2017 work is expected to begin in 2018 with the bridge completed by 2019.

Bath Western Riverside

A funding bid for Phase 2 has been submitted to the Homes & Communities Agency for £12m.

Bath & Somer Valley Enterprise Zone

The Council has welcomed the West of England Combined Authority's (WECA) proposals to kick start a major transport improvement scheme. £280k has been allocated to develop a business case for improving the route from the Old Mills employment site on the A362 to the A37, which would include removing traffic pinch-points along the road as well as pedestrian and cycling improvements.

Heritage Services

The 'Here Be Dragons' exhibition at the Victoria Art Gallery held from 22nd July - 8th October 2017 attracted over 35,000 visitors.

55,200 visits to The Roman Baths took place after 5.00pm during the summer period.

Housing

540 affordable homes are forecast to be delivered by April 2018, this is above the 3 year target figure of 465.

Rough Sleepers - Reconnection Policy

He said that the Rough Sleeper count for 2017 was due to take place soon. He explained to the Panel that the Reconnection Policy aims to reduce rough sleeping as part of a national strategy. The policy aims to make sure people are helped off the streets quickly, that nobody lives on the streets and that once helped they do not return to the streets. He added that rapid identification and reconnection of rough sleepers with their local community to access housing and support services is an important harm reduction measure, ending homelessness before a person's situation deteriorates further.

Tenancy Strategy Update

All registered providers of social housing with housing stock in the Bath and North East Somerset area have been asked to comment on the proposed minor modifications to the strategic priorities of the Tenancy Strategy. The consultation is open until 24th November 2017.

Councillor Colin Blackburn asked if any update could be given regarding the Newark Works, Bath Quays South and the developers TCN.

Councillor Paul Myers said that he would seek a response and reply to Councillor Blackburn as soon as possible.

Councillor Lisa O'Brien asked if a strategy was in place to try to reduce the numbers of rough sleepers in the area.

Councillor Paul Myers replied that he was due to meet with representatives of Julian House later that day to discuss potential strategies.

The Head of Housing replied that the figures concerned had been similar over the past two counts, 24 in 2015/16 and 25 in 2016/17. He said that of these figures only 3 people were the same across both counts.

Councillor Barry Macrae asked if public safety measures have been considered for the Christmas Market following recent terrorist attacks.

The Regeneration Team Manager replied that planning for the market has been in progress for the past six months alongside Bath Tourism Plus and that he was aware that security and safe access were part of the conditions of the licence of the market.

The Chairman asked if enough facilities were available within Julian House and DHI (Developing Health and Independence) for people who do not have alcohol or drug problems.

The Head of Housing replied that both were good organisations that deal with a range of issues.

The Chairman thanked Councillor Myers for his update on behalf of the Panel.

Councillor Bob Goodman, Cabinet Member for Development and Neighbourhoods addressed the Panel, a summary of his update is set out below.

Foxhill Estate

He informed the Panel that the planning decision relating to the Foxhill estate will not be called in by the Department for Communities and Local Government (DCLG).

Joint Spatial Plan

He stated that at his request all parties should have received briefings on this matter and that it was due for decision later in the week at Council. He said that he was committed to this process and thanked the officers involved, in particular the Group Manager for Policy & Environment and the Strategic Director for Place.

Local Plan Options

He explained that this process would give the Council a range of opportunities to receive and take into account the views of local residents.

Pre Application Advice – Charging Schedule Changes

He informed the Panel that the Development Management Service can now implement a revised pre application advice charging schedule.

HMOs – Revised Supplementary Planning Document

He said that this matter would be discussed further at the Cabinet meeting on 8th November and that he wished to thank Councillor Liz Richardson for involving him in this process 18 months ago.

Councillor Colin Blackburn asked if the Government had given an opinion yet on the differing statuses of HMOs, professional / student.

Councillor Goodman said that a response had not yet been received.

Councillor Rob Appleyard commented that he felt that the Council should be achieving the affordable housing figures quoted. He said that he had concerns over applications that have been granted and then subsequently reduced their offer. He asked to be provided with figures relating to any shortfall in affordable housing for the last three years.

Councillor Goodman said that he would seek a response and reply to Councillor Appleyard as soon as possible.

Councillor Barry Macrae asked in the context of the Joint Spatial Plan and the Local Plan Options why B&NES should be forced to collaborate to meet the needs of Bristol.

Councillor Goodman replied that he was happy with the work that Bristol has carried out and that he was aware that they are looking to utilise numerous brownfield sites. He added that any shortfall in this respect would be spread across all the other Local Authorities.

The Chairman thanked Councillor Goodman for his update on behalf of the Panel.

32 B&NES LOCAL PLAN OPTIONS CONSULTATION

The Group Manager for Policy & Environment introduced this report to the Panel. He explained that in order to facilitate delivery of the West of England Joint Spatial Plan, and to ensure an up-to-date planning policy framework for B&NES, the Council needs to prepare a new Local Plan.

He stated that the Local Plan is therefore being prepared:

- in the context of and to deliver the Joint Spatial Plan; and
- to respond to changed local circumstances and new national policy and legislation.
- to encompass a development strategy to guide site allocations to meet development requirements, identify and facilitate delivery of associated infrastructure requirements; and
- to include district-wide Development Management policies for determining planning applications.

He said that the options document marks the start of the consultation and that the purpose of the options stage is to facilitate and encourage discussion and comment around the key issues facing B&NES and to test possible solutions to address these issues. He added that the consultation is being divided into phases, the first phase (comprising two periods of consultation) will be a discussion around options and the second phase will be consultation on the preferred approach. He stated that the options document covers four main areas:

- Vision & Priorities – outlining the key challenges facing B&NES and spatial priorities that the Local Plan should address
- Strategy – within the context of the Joint Spatial Plan starting the conversation about possible alternative approaches to providing additional homes to be provided in strategic development locations
- Strategic Development Locations – presenting the emerging proposed approach to development at the strategic locations at North Keynsham and Whitchurch and raising key questions & issues for discussion
- Student accommodation – as a key element of housing need initial consideration of University expansion and possible approaches to providing student accommodation that will need to be considered within the context of the other development pressures and the strategy for Bath

He informed the Panel that consultation on these issues will take place over a seven week period in parallel with that on the Joint Spatial Plan, commencing on 22nd

November 2017 and ending on 10th January 2018. He said that the consultation will be supported by publication of the options document, a range of publicity and staffed exhibitions/drop-in events at key locations.

He said that a second options consultation will be undertaken in the spring of next year. This will be supported by the publication of an options document which will be brought to Members for consideration prior to consultation.

The Chairman said that comments from the Panel would be fed into the Council debate on November 9th and he asked that they consider not only the options document but the proposed consultation arrangements.

Councillor Liz Richardson questioned the ratio of exhibition dates, three in North East Somerset and one in Bath, and suggested that one further date be added for Bath.

The Group Manager for Policy & Environment replied that they have attempted to arrange a cross section of events and would review the possibility of one additional date.

Councillor Barry Macrae asked if the residents of Keynsham and Whitchurch would be able to comment on Plans associated with Bristol or would there be a joint consultation.

The Group Manager for Policy & Environment replied that two consultations will take place, one in relation to the B&NES Local Plan and one regarding the West of England JSP where interested parties can comment on the whole plan. He said that officers would be as clear as possible in relation to the two consultations.

Councillor Macrae urged officers to make the message as clear as possible.

Councillor Lisa O'Brien agreed with the comment made by Councillor Macrae that the difference between the two Plans must be explained to the members of the public.

Councillor Barry Macrae said that he wanted officers to think carefully about how to encourage feedback from the public on the types of housing that were required in the future replacing the report's present focus upon only total B&NES houses/unit numbers.

The Group Manager for Policy & Environment replied that officers hope the phased approach will aid in the number of public responses. He added that officers do recognise that some areas of B&NES will not agree with the Plans, but wished to assure them that officers will continue to work with local communities.

The Chairman asked how many stakeholders were on their current database and how the two mail-outs proposed would be distributed.

The Team Manager for Planning Policy replied that around 3,800 organisations, groups or individuals were on their database and that they would be contacted by either e-mail or letter. He added that information would also be supplied via press

releases, the Council's website and other media outlets, including the Together magazine that is circulated to all households.

Councillor Lisa O'Brien wished to encourage the use of local papers to also raise awareness.

Councillor Barry Macrae asked how the potential shortfall of student accommodation would be addressed. He added that he welcomed the further work in this area.

The Senior Planning Officer replied that the Options consultation document asks views on potential options to facilitate further growth if the Universities do expand. She said that discussions were ongoing and that it was important to support development whilst also finding a balance to their growth and meeting the needs for wider Council objectives.

The Chairman asked why there is currently no consideration of student accommodation required across the whole Local Plan period to 2036.

The Senior Planning Officer replied that the Universities work within five year plans which is why the current figures are considered more realistic and reasonable at this stage. She added that for the past three years the intake figures for the University of Bath undergraduate courses have been at the same level, therefore the lower growth figures will be considered too.

The Team Manager for Planning Policy added that the Council will review the Local Plan around every 5 years and at that time would discuss any aspirations the Universities have and how / if they can be accommodated in order to ensure implications on the City and the rest of the District are properly considered.

The Chairman commented that if there was an increase in the number of students we would also need to bear in mind the effect this would also have on their staff levels, including cleaning and security, and the effect on our transport system.

He thanked the officers on behalf of the Panel for their report and the Members for their comments made during the debate.

33 SOMER VALLEY ENTERPRISE ZONE

The Business Support & Development Manager and the Regeneration Team Manager gave a presentation to the Panel to introduce the item. A copy of the presentation can be found on their Minute Book and as an online appendix to these minutes, a summary of the presentation is set out below.

Economic Policy Context

By 2030 we want to increase the value of the local economy by £3bn and create 11,500 net additional local jobs.

The recovery in the Somer Valley is largely as a result of the availability and development of employment land at Westfield Industrial Estate and the Bath

Business Park at Peasedown St John. Both these employment sites are now almost fully built out and.....there is an urgent need to bring forward new strategic employment locations in the market towns to enable future local economic growth.

Core Strategy

The southern part of the District will become more self-reliant, facilitated by economic-led revitalisation.....building on its industrial expertise and improving skill levels. Transport connections to other centres, as well as connections between settlements within the Somer Valley area will continue to be improved.

Place Making Plan

The Somer Valley element of the Bristol, Bath & Somer Valley Enterprise Zone (EZ) will prioritize the establishment of a new strategic employment location for the area and.....will promote the delivery of new business investment and employment growth and address the Core Strategy Vision & Spatial Strategy for the area.

Somer Valley Challenges

- Reliance on manufacturing – 20% of total employment (B&NES 5%)
- Poor broadband connectivity

Somer Valley Priorities

- 2,000 new jobs
- Identify new strategic employment location
- Address ownership / infrastructure / viability constraints

Somer Valley Enterprise Zone

- Potential new strategic development location
- Direct jobs 1,700
- Annual GVA uplift £122m

Somer Valley Enterprise Zone – Site Constraints

- Fragmented ownership – Previously a barrier to development
- The need for off-site infrastructure works – A362 to A37
- Access and infrastructure to site – Localised road improvements, on-site roads & utilities
- Viability and developer appetite – Need for a phased approach

Land Ownership Plan

ST190038 – This part of the site could become Phase 1 and a possible pre-application could be submitted early next year.

Transport Improvement Study

This study aims to investigate options to improve transport links along the A362 between the EZ and A37 at Farrington Gurney and the cycle and pedestrian links to Midsomer Norton.

The project identifies the following highway improvements & upgrades:

- Pinch points associated with residential parking & lack of footways
- Improvements at the A37/A362 signalised junction
- Pedestrian and cycle linkages
- Potential realignment of the A362 to facilitate access into the Enterprise Zone.

Enterprise Zone Deliverables

EZ SITES	TOTAL EMPLOYMENT FLOOR AREA BY 2020	TOTAL NET ADDITIONAL JOBS BY 2020	TOTAL NET GVA UPLIFT BY 2020
Old Mills	7,000sqm	400	£18m

Enterprise Zone Interventions

- Potential “Gainshare” Early Intervention – A362 strategic corridor improvement & upgrading : £2.8m bid
- Local Growth Fund (LGF) “pipeline” – Site access & road realignment : circa £800K
- Potential Council interventions :
 - On site road improvements & access roads
 - On and off-site public utility provision / service reinforcements / service diversions
 - Land acquisition to facilitate a phased development approach

Next Steps

- Appoint Project Manager
- Commission Commercial Delivery Plan
- Progress landowner engagement
- Set up key stakeholder communication group
- Submit Outline Business Case for Local Growth Fund pipeline funds

Enterprise Zone Programme

Submission of enabling infrastructure bids – Quarter 1, 2018/19

Submission of planning application for whole site – Quarter 2, 2018/19

Delivery of Phase 1 development commences – Quarter 3, 2018/19

Councillor Rob Appleyard commented that he felt that the Enterprise Zone should look to focus on the digital and creative industries as well as retaining manufacturing employment within the local area. He added that the site could be ideal for businesses that are expanding from their embryonic state.

Councillor Anthony Clarke said that the site had huge potential for the Somer Valley and that it was wonderful to hear that not all development would be taking place along the A4 corridor.

Councillor Liz Richardson stated that she was excited at the potential of the site and hoped that the local history of good manufacturing could continue.

Councillor Colin Blackburn asked how much interest in the Enterprise Zone had been shown by local companies.

The Regeneration Team Manager replied that two of the landowners on the site both have interested parties.

The Business Support & Development Manager added that he was aware of two B&NES companies that were looking to expand.

Councillor Barry Macrae said this was very welcome progress and that he was confident in its future with the support of the Council and WECA. He added that the Enterprise Zone had the potential to improve the quality of life for local residents and reducing the amount of time it takes to commute out of the area currently.

The Panel **RESOLVED** to note the latest position in relation to the Somer Valley element of the Bath & Somer Valley Enterprise Zone.

34 PANEL WORKPLAN

The Chairman introduced this item to the Panel, he explained that at their January meeting they would be debating their relevant Directorate Plan prior to the budget being set in February.

He added that he would seek a briefing note for the Panel regarding a number of Broadband initiatives so that they could become familiar with them prior to any future report being submitted.

Councillor Liz Richardson commented that she would like the Panel to be involved in the consultation process on the Draft Master Plan for Bristol Airport and suggested that a representative be invited to a public meeting of the Panel.

The Chairman asked the Panel if they were aware of the Waters of Bath project. He explained that a local group were considering the potential to apply to install around 20 fountains across the City.

Following a brief discussion the Panel decided that this idea would be more appropriately discussed by the Bath City Forum. Councillor Colin Blackburn, as Chair

of the Forum said that he would speak further with Councillor Sandry for further information on the project.

The Panel **RESOLVED** to approve the other matters raised.

The meeting ended at 4.10 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

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Bath & North East Somerset Council	
MEETING:	Planning, Housing and Economic Development Policy Development & Scrutiny Panel
MEETING DATE:	16th January 2018
TITLE:	Bath and North East Somerset Council Operational Plan 2018-19
WARD:	All
AN OPEN PUBLIC ITEM	
List of attachments to this report: B&NES Council Operational Plan 2018-19 <ul style="list-style-type: none"> • Appendix One: Revenue Budget Savings Proposals • Appendix Two: Capital Programme – New and Emerging Items 	

1 THE ISSUE

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

2 RECOMMENDATION

The Panel is asked to;

- 2.1 Comment on the draft Operational Plan and;
- 2.2 Identify any areas of feedback the panel would like to refer to the relevant Portfolio holders and Cabinet for further consideration as part of the operational planning and budget development process.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

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

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

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

5 THE REPORT

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

January PDS process

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

Planning, Housing & Economic Development PDS Panel remit	Cabinet Portfolio
<ul style="list-style-type: none">• Housing, Housing delivery and travellers• Housing choices for vulnerable people• Regeneration Projects• Economic Enterprise and Business Development	Economic and Community Regeneration

<ul style="list-style-type: none"> • Tourism (Heritage Services, Destination Management, Arts & Festivals including the film office) • World Heritage Management 	
<ul style="list-style-type: none"> • Planning 	Development and Neighbourhoods
<ul style="list-style-type: none"> • West of England Partnership 	Leader

Next steps

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

6 RATIONALE

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

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

7 OTHER OPTIONS CONSIDERED

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

8 CONSULTATION

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

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

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

9 RISK MANAGEMENT

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

Contact person	<i>Louise Fradd, Strategic Director Place</i>
Please contact the report author if you need to access this report in an alternative format	

Bath and North East Somerset Council Operational Plan

2018-2019

INTRODUCTION

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

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

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

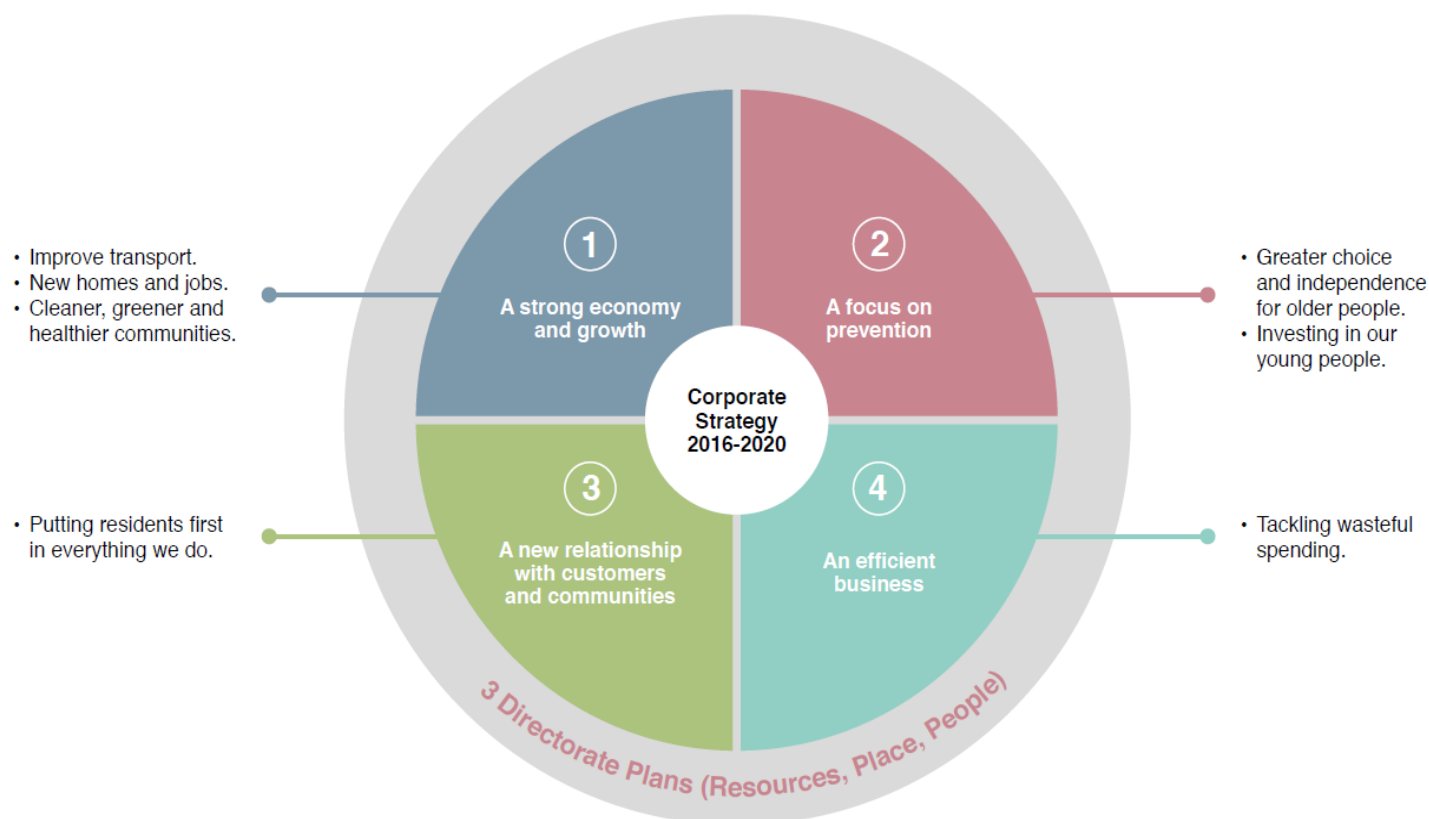
In previous years, we have structured our plans through the Council's three Directorates. However, we have been working on a cross-Council transformation programme to help manage our funding gap and transform the way in which we operate recognising the unprecedented pressures we face. Our plan for this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

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

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

PART ONE – CORPORATE OVERVIEW

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



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

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

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

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

Changing Together

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

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

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

The changing role of the Council

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

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

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

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

Financial context

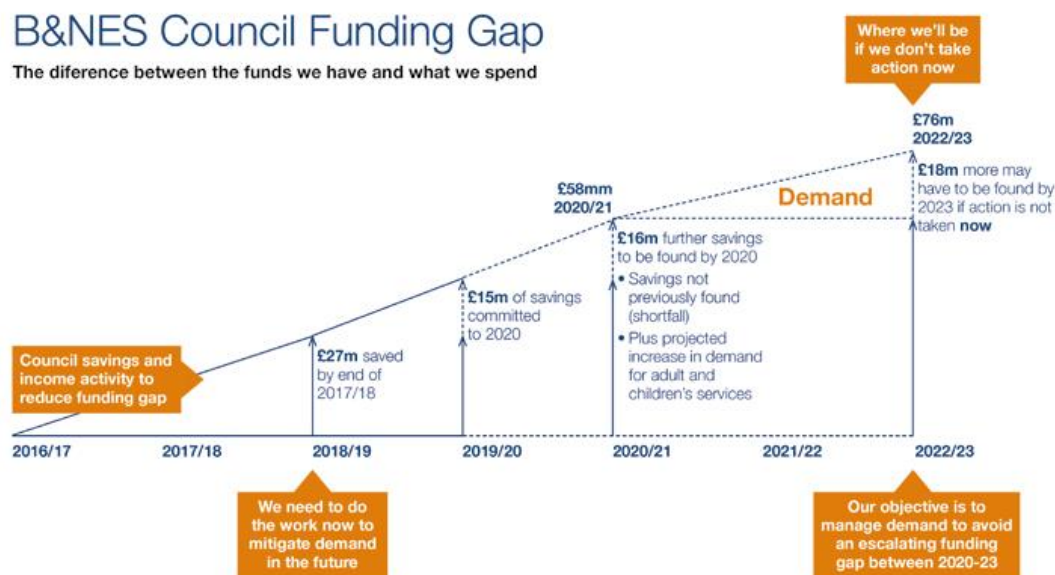
As part of the drive to tackle the national debt, all Councils are receiving progressively less grant funding from central Government each year.

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

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

B&NES Council Funding Gap

The difference between the funds we have and what we spend



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

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

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

Our challenge for change

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

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

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

PRESSURES AND CHALLENGES

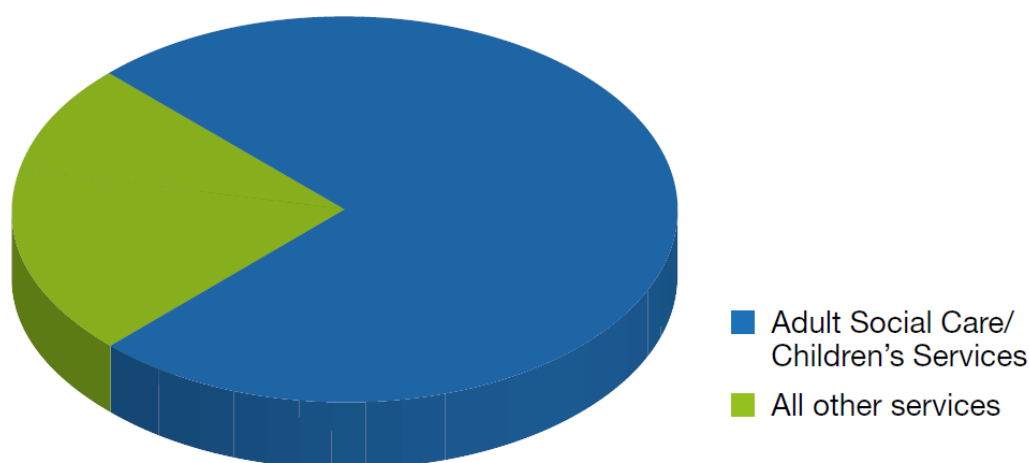
A fast-changing social and economic landscape means that we are seeing increased demand for services and growing expectations of the Council at a time when there's less money and fewer resources to help. We are not alone – all Councils in the country are facing similar pressures, particularly if they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

Rising cost and demand for social care

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

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

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



Why is the cost of care rising?

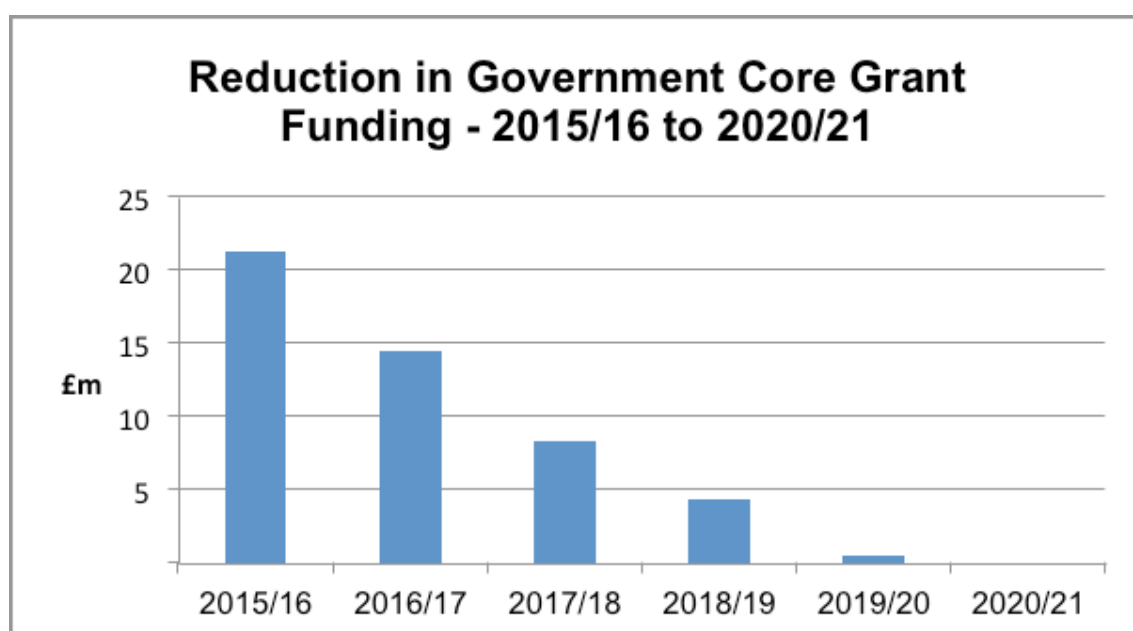
- More people are living longer with complex conditions, which is costly
- More children and young people are living with complex care and educational needs – an individual care package can cost up to £250,000
- Recent care home closures have pushed up local costs
- There are 14% more children in our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

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

Reduced funding and increased reliance on business rates

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

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



Inflation and national living wage

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

Rising maintenance costs

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

Air quality improvements

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

Loss of economies of scale to support children with SEND

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

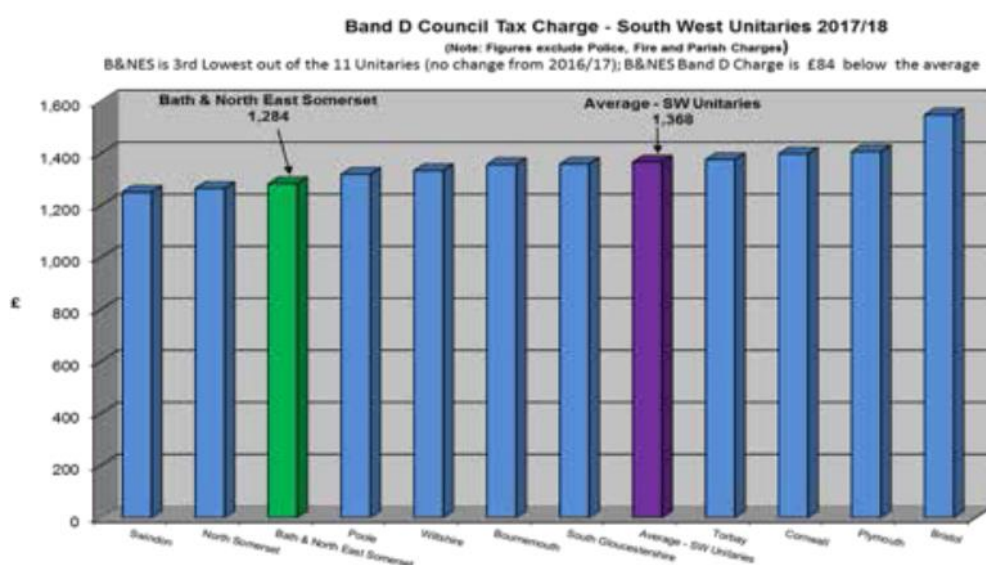
WHAT HAVE WE ALREADY DONE TO HELP?

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

We have already saved £27 million (to 2018)

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

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



£15m of additional savings are in the pipeline

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

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

We are investing in our economy and infrastructure

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

'Invest to save' opportunities

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

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

Good track record winning grants

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

Recent examples include:

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

Secured Investment from WECA

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

WECA benefits

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

We have become more self sufficient

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

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

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

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

We are still delivering and improving good services

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

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

Some recent achievements

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

WHAT WE PLAN TO DO NOW

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

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

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

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

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

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

Our proposals

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

Restructuring

We are developing proposals around:

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

Prioritising services

We will explore and seek opinion on:

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

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

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

Pressing Government for change

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

- Council funding for student households

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

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

- Ability to introduce a Local Tourism Levy

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

- Special Education Needs and Disabilities (SEND)

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

- Removal of non-domestic rate exemption for listed buildings

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

Working with communities to manage demand

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

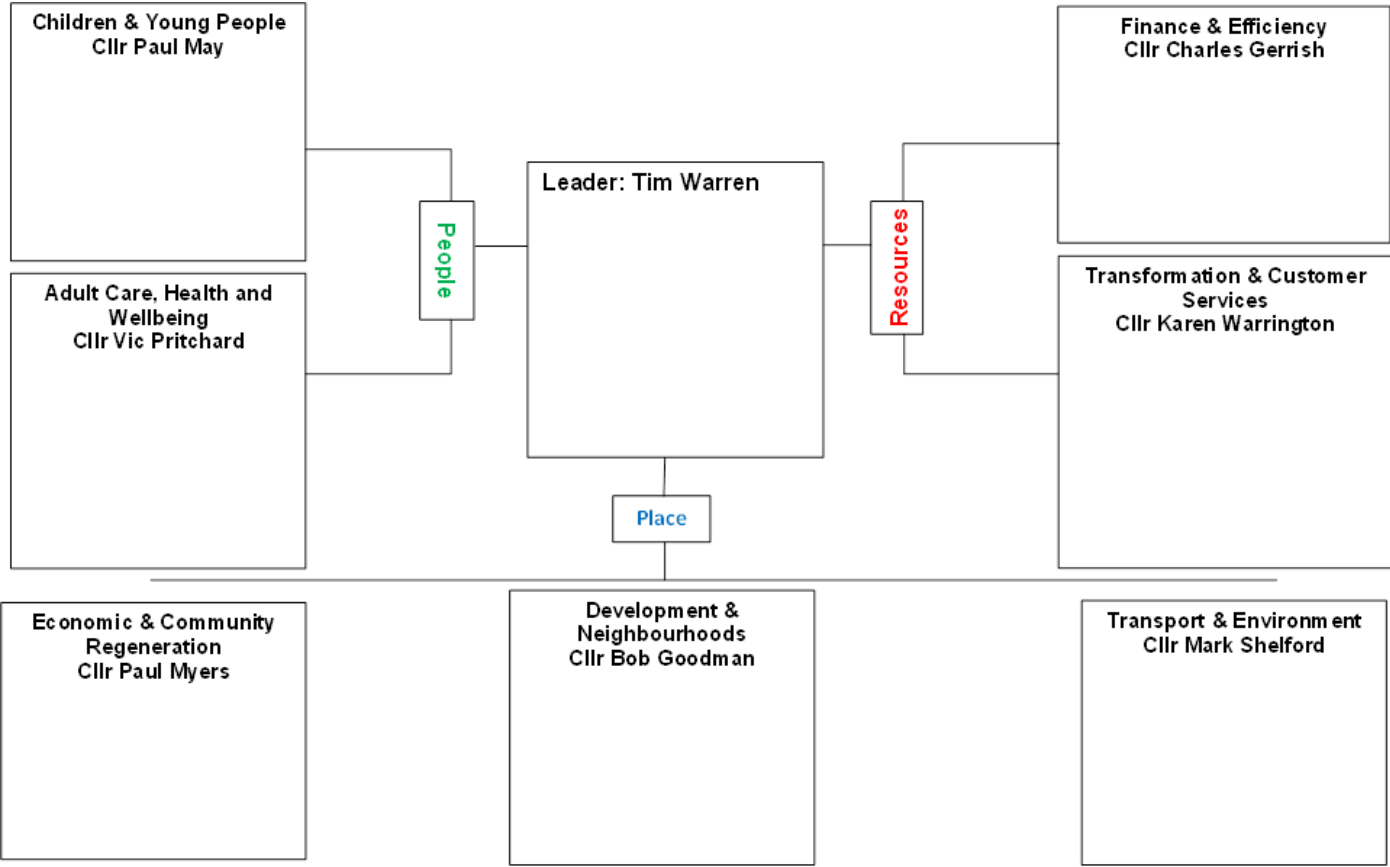
We think there are four areas where individuals and communities can help to manage demand in the future and make our money go further.

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

PART TWO – OPERATIONAL PLAN

Council overview

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



Key Change Proposals

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

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

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

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

TRANSPORT AND ENVIRONMENT

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

CHILDREN AND YOUNG PEOPLE

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

ADULT CARE, HEALTH AND WELLBEING

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

ECONOMIC AND COMMUNITY REGENERATION

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

DEVELOPMENT AND NEIGHBOURHOODS

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

FINANCE AND EFFICIENCY

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

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

PART THREE – DELIVERY OF THE PLAN

Corporate Risk Management

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

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

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

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

		LIKELIHOOD			
		Unlikely	Possible	Likely	Almost Certain
IMPACT	Critical				
	High				
	Medium				
	Low				

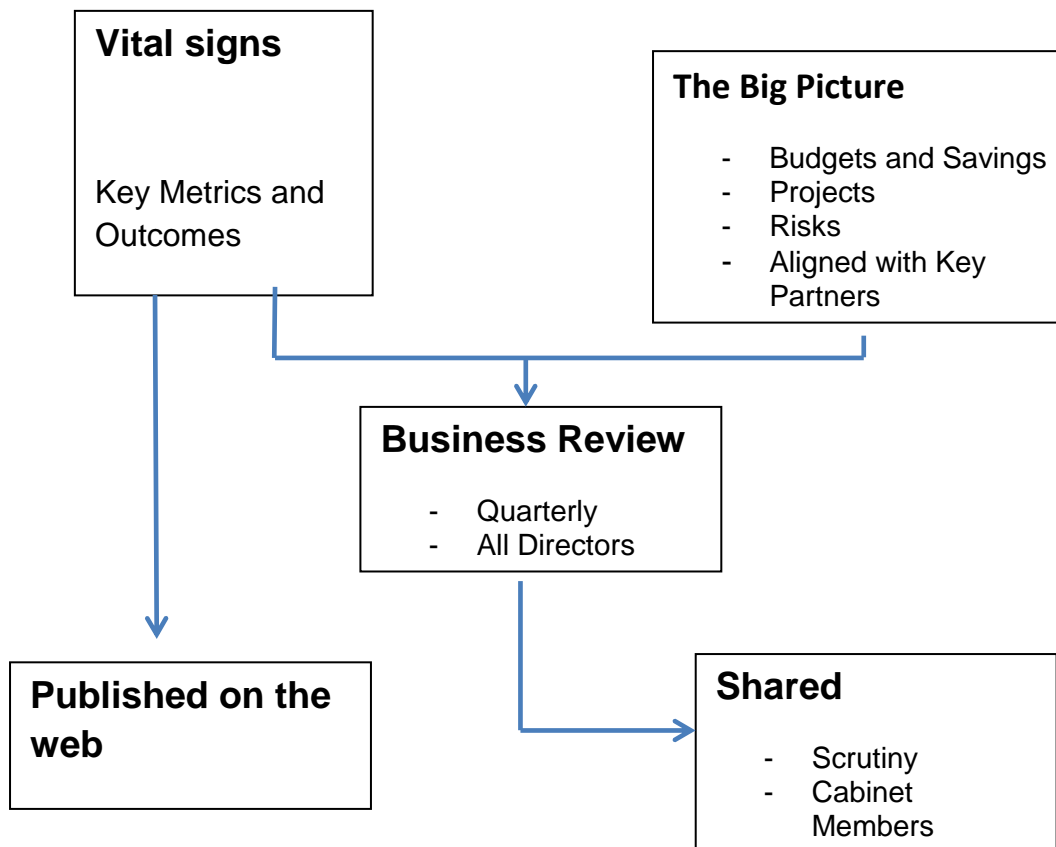
An overarching principle of our new strategy is to develop our risk management processes and procedures alongside existing and newly developing corporate arrangements. This should have the clear advantage of achieving and demonstrating an embedded risk management process, and reduces the need for additional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

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

Performance management

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

This process is summarised in the below diagram:



APPENDICES

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

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

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

Portfolio: Economic & Community Regeneration

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

Sub Total - Efficiency Savings

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

Sub Total - Income Generating Opportunities

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

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

Sub Total - Service Redesign

103	0	103
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Economic & Community Regeneration Total

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

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

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

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

Sub Total - Efficiency Savings	82	60	142
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Income Generating Opportunities								
Transport & Parking Services review	A Parking Strategy Review will outline different parking charge options and rebase income targets. This review will be concluded this financial year	707	0	707	H	0	None	This additional income reflects existing performance and targets, which may increase if there are further proposals arising from the parking review.

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

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

Sub Total - Service Redesign

525	598	1,123
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Transport & Environment Total

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

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

Sub Total - Efficiency Savings

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

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

Sub Total - Income Generating Opportunities

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

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

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

Portfolio: Adult Care, Health & Wellbeing

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

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

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

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

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Front Door Review	Redesign social care access as part of an integrated 'front door' to place greater emphasis on: a) providing information, advice and guidance; b) enabling people to access alternative preventative and self-care focused services including those provided by voluntary sector organisations; and c) ensuring that individuals who do need statutory social care services are able to access them without delay.	188	0	188	M	0	None	Service users are supported to maximise their independence and packages do not build unnecessary dependency on funded services resulting in improved outcomes. The assessed level of need is aligned with the cost of meeting that need avoiding "over-prescription" and increased dependency. Improved access to statutory health and care services and avoidance of delays in individuals receiving a service. Greater visibility of the available options for service users and carers, giving them greater choice and control. Service users are enabled to help themselves.
Page 56 Incremental Package Costs	Analysis of package data indicates that in 2015/16 there were a significant number of incremental package increases. A proportion of these increases will have been appropriate to respond to an increase in need. However, existing controls and governance can be strengthened to reduce the volume, value and duration of incremental increases.	50	0	50	M	0	None	<ul style="list-style-type: none"> • Reduced prevalence of incremental package increases, realising a cashable benefit • Improved outcomes for service users by ensuring they receive the right level of care at the right time and dependency is not built unnecessarily • Wider strategic objectives are supported by actively promoting and encouraging alternative ways to meet an identified need that does not necessarily rely on funded social care support, for example, assistive technology • Decision makers are held to account which can result in a greater level of ownership for operational decisions to contribute to wider practice changes • Greater visibility of incremental increases will inform practice change and market development work, by better understanding local drivers for package increases and being better equipped to respond to the reasons for those.

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

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Support Planning and Brokerage	Transform the approach and delivery structure of support planning and brokerage. This will involve implementing an asset based approach and separating the assessment from support planning and brokerage functions to improve operational efficiency, provide the framework for more innovative support plans and increase consistency to realise cashable and non-cashable benefits.	50	0	50	M	0	None	Service users are supported to maximise their independence and packages do not build unnecessary dependency on funded services resulting in improved outcomes. The assessed level of need is aligned with the cost of meeting that need avoiding "over-prescription" and increased dependency. Improved access to statutory health and care services and avoidance of delays in individuals receiving a service. Greater visibility of the available options for service users and carers, giving them greater choice and control. Service users are enabled to help themselves.
Page 57 Review/restructure of Disabled Care Team (Adults & Children's)	The Children's Disability team is currently an in-house team whilst the Adults' team is externalised. An opportunity exists to merge the function through service restructuring.	50	0	50	H	Not known at this stage	None	There is the potential for further join up of adult and children's services provision to deliver benefits in relation of an all-age service and improvement of transition arrangements. This does need to be considered in the context of current mixed delivery models, plans for further integration, and the appointment of Virgin Care as the Prime Provider of community health and social care services. In the first instance, the model of C&YP provision is being reviewed.
Home Care Compliance	Develop the approach to home care commissioning to strengthen the focus on outcomes and maximising independence. Redesign the commissioning and contracting model to achieve efficiency, stimulate the market and incentivise providers to maximise independence. Streamline business processes to gain efficiencies from payment processes and cost controls.	50	0	50	M	0	None	Service users are supported to maximise their independence and packages do not build unnecessary dependency on funded services resulting in improved outcomes. The assessed level of need is aligned with the cost of meeting that need avoiding "over-prescription" and increased dependency. Improved cost control supported by efficient payment processes achieves better value for money.

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

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

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

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

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

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

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

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

Adult Social Care Demographic Growth - Older People over 65	Fair Price of Care and modelling of alternative fee structures for care home placements has informed development of new commissioning and contracting approaches. However, this is in the context of increasing pressures arising from demographic change. Also in the context of market conditions, which are a significant constraint when negotiating and agreeing new contractual arrangements and fee structures and ensuring that the Council's statutory obligations are met. Very close links with the mobilisation, transition and transformation of community services (your care, your way), the establishment of the Prime Provider/Dynamic Purchasing System arrangements and the agreement of risk and gain share.	333	333	666	H	0	None	A strengthened focus on maximising independence by focusing on individuals' strengths, interests, abilities and networks is designed to improve outcomes for service users and reduce longer term dependency. Potential reduced access to their preferred care setting for some service users and carers as the Council balances the views, preferences and wishes of the individual with ensuring that the assessed level of need is aligned with the cost of meeting that need, avoiding "over prescription" and building increased dependency.
Adult Social Care Demographic Growth - Mental Health over 65		190	190	380	H	0	None	
Adult Social Care Demographic Growth - Learning Disabilities		348	348	696	H	0	None	
Adult Social Care Demographic Growth - Mental Health Adults of Working Age		75	75	150	H	0	None	
Adult Social Care Demographic Growth - People with Physical Disabilities		46	46	92	H	0	None	
Sub Total - Growth Avoidance		992	992	1,984				

Service Redesign

Public Health grant reduction	Redesign and reduction in Public Health work to absorb reduction in Grant funding,	235	222	457	M	0	None	This would have to be delivered through further prioritisation of which local preventative initiatives and campaigns can be supported; stopping the test purchasing and intelligence gathering on illegal tobacco sales; reductions in office costs and reductions in contracted spend for health checks and other commissioned services
Sub Total - Service Redesign		235	222	457				

Adult Care, Health & Wellbeing Total

3,237	2,590	5,827
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Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

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

Efficiency Savings									
Page 62	Increase the level of “In-house” Foster-Placements	Increase level of in-house foster placements through a combination of enabling in house carers to take more complex cases and/or increasing volumes of in house carers through increased recruitment	50	0	50	M	0	None	Initial review of new recruitment approaches (particularly through improving and increasing our social media presence) have resulted in an overall increase in expressions of interest in fostering and those which progress to assessment of carers. An increased number of in-house foster-placements may require additional capacity within the team to support the foster carers, but should still enable a net saving as shown
	Children's safeguarding court proceedings	Reducing the numbers of those coming to court and then into care through preventative measures and changing the use of experts during the process e.g. a) reduction in cost of barristers a mediation approach to early prevention b) Early help preventative measures c) Review social worker use	100	0	100	H	0	None	The numbers of cases that have required the Local Authority to initiate Court proceedings in relation to young children has risen over the past two years, reflecting a national trend. Any changes to the decision making process will need to be made with consideration to evidence of an incremental and increased demand for legal intervention, but securing professional input in a more cost-effective way and increasing preventative measures can only have a positive impact.
	Skills and Employment Funding Model	Reduction in level of funding from People & Communities to Place for Skills & Employment team, which will become self-funding through its work with employers. Consolidation of ad hoc internal savings used to fund this team, by deleting a post within People & Communities.	60	0	60	L	1	None	Minimal impact anticipated, providing focus on care leavers and other vulnerable young people is not lost as a result of new funding model
	Preventative Commissioning	Explore opportunities for further integration of commissioned services, creating more joined up approaches and creating some back-office efficiencies	12	0	12	M	0	None	Improved outcomes for families, by integrating services that are coordinated around their needs and preventing escalation into specialist social care services.

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

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

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

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

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

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

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

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

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

Sub Total - Service Redesign

761	340	1,101
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Total Children & Young People

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

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

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

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

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

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

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

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Service Redesign								
Modern Libraries and Customer Services review Page 69	<p>Develop the Keynsham model for joint one stop shop and library service in Bath and Midsomer Norton</p> <p>Consult with local communities for alternative delivery of library services to reduce our staffing & resources commitment across the area.</p> <p>Savings achieved through staff reduction across the whole of customer services; efficiencies. Income from sale of assets and lettable space</p>	0	700	700	M	25	<p>This proposal will help rationalise the Councils property assets.</p> <p>Access to 3 million items across Libraries West will be maintained with the browsing experience being enhanced through innovative use of digital technology</p> <p>In Rural areas the impacts will dependent upon local community solutions and have potential to enable longer opening hours and more vibrant community hubs and shared facilities.</p>	<p>This programme is now well underway and has been reported in detail. The proposals for Bath are now at the design stage (for the Podium) and community engagement is taking place until mid 2018 to enable this. Midsomer Norton at delivery stage. Community Libraries at engagement stage. Keynsham already completed. The approach includes integrating services in 3 main population centres and combining one stop shops with library services, with also an increased focus on the new digital agenda; helping people to access resources and gain appropriate skills; with a focus on children and families and developing skills for the economy</p>
Staffing reduction in Strategy & Performance	As a result of further consolidation of policy functions the numbers of posts in the service will be further reduced.	135	60	195	M	3-4	None	Previously agreed staff reductions from a corporate approach to functions delivered by this service.
Welfare and Investigations	Grants support to troubled families- rebase grant (£270k) by 30% to reflect current spend.	80	0	80	L	0	None	This is to reflect current spending and will continue to be monitored to avoid impacts
Group Service Development	Restructure the team potential net reduction in 1 fte	80	0	80	M	1	None	Unknown but should be minimal although there may be a loss of specialised skills

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

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

Sub Total - Service Redesign3237641,087

Transformation & CustomerServices Total8271,2582,085

Portfolio: Finance & Efficiency

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

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

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

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

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

Income Generating Opportunities

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

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

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

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

Refinancing								
Minimum Revenue Provision	A change in the Council's Minimum Revenue Provision (MRP) policy to move to a straight line basis over a period up to 50 years or the equivalent asset life.	-140	-160	-300	L	0	None	None
Sub Total - Refinancing		-140	-160	-300				

Finance & Efficiency Total

7,635	3,548	11,183
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Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

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

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

Page 7 of 7
Leader Total
OVERALL SAVINGS

0	50	50
16,591	9,609	26,200

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

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

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

		Cost			Funding			
Portfolio / Service	Project Name	2018/19	2019/20 Onwards	Total 5 Year Cost	Borrowing / Capital Receipts	Grants / External Funding	Approval Sought	Comments
		£'000	£'000	£'000	£'000	£'000		
Economic & Community Regeneration								
Heritage	Energy Reclaim	100	-	100	100	-	Provisional Approval	Linked to Heritage Business Plan
	Museums Acquisitions	5	-	5	-	5	Provisional Approval	Linked to Heritage Business Plan
	Refurb of RB Shop	-	150	150	150	-	Provisional Approval	Linked to Heritage Business Plan
	Roman Baths Development	150	850	1,000	1,000	-	Provisional Approval	Linked to Heritage Business Plan
	Victoria Art Gallery Air-Con	50	-	50	50	-	Provisional Approval	Linked to Heritage Business Plan
	West Baths Environment	-	200	200	200	-	Provisional Approval	Linked to Heritage Business Plan
Heritage Total		305	1,200	1,505	1,500	5		
Housing	Affordable Housing - Additional Funding	-	917	917	-	917	Provisional Approval with Delegation to Fully Approve.	Increase to Existing Programme Item
	Disabled Facilities Grant - Additional Funding	50	1,300	1,350	-	1,350	Full Approval	Statutory Provision, uplift to existing programme value of £1.1m p.a. to bring in line with anticipated funding levels
Housing Total		50	2,217	2,267	-	2,267		
Regeneration	5G Technologies	67	-	67	-	67	Provisional Approval	Pilot Scheme for Next Generation Mobile Data. Business Case & Funding Bid Required.
	Borrowing Enabling for BWR Phase 2 Bid	150	450	600	600	-	Provisional Approval	Corporate Borrowing Match for Bid Submitted, Awaiting Feedback
Page 79	Borrowing Enabling for HIF Keynsham & Whitchurch Infrastructure Bid	100	-	100	100	-	Provisional Approval	Corporate Borrowing Match for Bid Submitted, Awaiting Feedback
	Borrowing Enabling for Somer Valley Enterprise Zone: Site Access Bid	200	-	200	200	-	Provisional Approval	Corporate Borrowing Match for Bid Submitted, Awaiting Feedback
	City Centre Streetscape	300	-	300	250	50	Provisional Approval	3rd Party & CIL Funded Programme Addition
	Keynsham High Street	100	-	100	-	100	Provisional Approval	CIL Funded Programme Addition
	Midsomer Norton Public Realm	200	-	200	120	80	Provisional Approval	CIL Funded Programme Addition
	Union Street Public Realm	100	-	100	-	100	Provisional Approval	CIL Funded Programme Addition
	York Street & Swallow Street Public Realm	325	264	589	489	100	Provisional Approval	Linked to Heritage Business Plan
	Regeneration Total		1,542	714	2,256	1,759	497	
Various	Whitchurch public realm (CIL)	50	-	50	-	50	Provisional Approval	CIL Funded Programme Addition
Various Total		50	-	50	-	50		
Economy & Culture	Digital BNES - CDS Expansion	2,000	-	2,000	-	2,000	Provisional Approval	Business Case & Funding Bid Required
	Digital BNES - LFFN	2,500	-	2,500	-	2,500	Provisional Approval	Business Case & Funding Bid Required for IT infrastructure & fibre voucher scheme.
	Digital BNES - OPCR	3,576	-	3,576	-	3,576	Provisional Approval	Business Case & Funding Bid Required on Open Programmable City Region
Economy & Culture Total		8,076	-	8,076	-	8,076		
Economic & Community Regeneration Total		10,023	4,131	14,154	3,259	10,895		

Portfolio / Service	Project Name	Cost			Funding		Approval Sought	Comments
		2018/19	2019/20	Total 5	Borrowing	Grants /		
		£'000	Onwards £'000	Year Cost £'000	/ Capital Receipts £'000	External Funding £'000		
Children & Young People								
Schools	Alternative Education - Refurb & Equipment	170	-	170	-	170	Provisional Approval	To Address Health & Safety Imperative
	Basic Need - Additional Funding	5,188	2,148	7,336	-	7,336	Provisional Approval	Grant for Delivery of Additional School Places
	Basic Need Feasibility Works	150	-	150	-	150	Full Approval	Grant for Delivery of Additional School Places
	Healthy Pupils Capital Fund	75	-	75	-	75	Full Approval	Grant for Improvement of Schools Facilities.
	Peasedown St John School	200	-	200	-	200	Provisional Approval	CIL Funded Increase to Existing Scheme
	Schools Capital Maintenance 18-19	500	-	500	-	500	Full Approval	Grant for School Buildings Maintenance
	St Nicholas School	290	-	290	-	290	Provisional Approval	CIL Funded Increase to Existing Scheme
Schools Total		6,573	2,148	8,721	-	8,721		
SEND	SEND Provision - Additional Funding	577	-	577	-	577	Provisional Approval	Increase to Existing Programme Item for School Places
SEND Total		577	-	577	-	577		
Children & Young People Total		7,150	2,148	9,298	-	9,298		
Finance & Efficiency								
Property	Capital Planned Maintenance - Addition to Existing Programme	-	4,200	4,200	4,200	-	Provisional Approval	Works to Corporate Estate
Page 80	City Centre Security	300	-	300	300	-	Provisional Approval	Increase to Existing Programme Item
	Commercial Estate Acquisitions	47,508	-	47,508	47,508	-	Provisional Approval	To Enable Revenue Savings / Incomes
	Commercial Estate Investment Fund	300	1,200	1,500	1,500	-	Provisional Approval	Increase to Existing Programme Item
	Council Property Company Developments - ADL Loan Finance	4,700	8,500	13,200	13,200	-	Provisional Approval	Increase to Existing Programme Item
	Disposals	300	1,200	1,500	1,500	-	Provisional Approval	Increase to Existing Programme Item
	Lewis House Refurb	500	1,000	1,500	1,500	-	Provisional Approval	To Enable Revenue Savings / Incomes
Property Total		53,608	16,100	69,708	69,708	-		
IT	IT Asset Refresh	(109)	582	473	473	-	Provisional Approval	Programme for End of Life Replacements
IT Total		(109)	582	473	473	-		
Project Delivery	Measurement Surveying	75	-	75	75	-	Provisional Approval	To Enable Capital Efficiencies
	Project Inception Fund	200	800	1,000	1,000	-	Provisional Approval	To Enable Capital Efficiencies through Evaluation Improvement at Inception
Project Delivery Total		275	800	1,075	1,075	-		
Finance & Efficiency Total		53,774	17,482	71,256	71,256	-		

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

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

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PLANNING, HOUSING AND ECONOMIC DEVELOPMENT POLICY DEVELOPMENT AND SCRUTINY 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 Mark Durnford, Democratic Services (01225 394458). A formal agenda will be issued 5 clear working days before the meeting.

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

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
16TH JAN 2018				
16 Jan 2018	PHED PDS	Council Operational Plan	Louise Fradd Tel: 01225 395385	Strategic Director - Place
22 Jan 2018	CTE PDS		Mike Bowden, Jane Shayler Tel: 01225 394200	Strategic Director - People
24 Jan 2018	HWSC			
30 Jan 2018	CYP PDS			
5 Feb 2018	Resources PDS		Andrew Pate Tel: 01225 477300	Strategic Director - Resources
16 Jan 2018	PHED PDS	Bristol Airport Master Plan		Strategic Director - Place
16 Jan 2018	PHED PDS	The role of the West of England Combined Authority (WECA)	John Wilkinson Tel: 01225 396593	Strategic Director - Place
13TH MARCH 2018				
13 Mar 2018	PHED PDS	HMO Additional Licensing	Graham Sabourn Tel: 01225 477949	Strategic Director - Place

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
13 Mar 2018	PHED PDS	Review of KPIs - Housing Performance Reports	Graham Sabourn Tel: 01225 477949	Strategic Director - Place
8TH MAY 2018				
8 May 2018	PHED PDS	Invitation to the Mayor of West of England Combined Authority (WECA)		Strategic Director - Place
3RD JULY 2018				
ITEMS YET TO BE SCHEDULED				
Page 88	PHED PDS	Future of Retailing in District Centres		Strategic Director - Place
The Forward Plan is administered by DEMOCRATIC SERVICES : Mark Durnford 01225 394458 Democratic_Services@bathnes.gov.uk				