

Health and Wellbeing Select Committee

Date: Wednesday, 24th January, 2018

Time: 10.00 am

Venue: Council Chamber - Guildhall, Bath

Councillor Francine Haeberling

Councillor Geoff Ward

Councillor Bryan Organ

Councillor Eleanor Jackson

Councillor Tim Ball

Councillor Lin Patterson

Councillor Lizzie Gladwyn



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NOTES:

1. **Inspection of Papers:** Papers are available for inspection as follows:

Council's website: <https://democracy.bathnes.gov.uk/ieDocHome.aspx?bcr=1>

Paper copies are available for inspection at the **Public Access points:-** Reception: Civic Centre - Keynsham, Guildhall - Bath, The Hollies - Midsomer Norton. Bath Central and Midsomer Norton public libraries.

2. **Details of decisions taken at this meeting** can be found in the minutes which will be circulated with the agenda for the next meeting. In the meantime, details can be obtained by contacting as above.

3. **Recording at Meetings:-**

The Openness of Local Government Bodies Regulations 2014 now allows filming and recording by anyone attending a meeting. This is not within the Council's control.

Some of our meetings are webcast. At the start of the meeting, the Chair will confirm if all or part of the meeting is to be filmed. If you would prefer not to be filmed for the webcast, please make yourself known to the camera operators.

To comply with the Data Protection Act 1998, we require the consent of parents or guardians before filming children or young people. For more information, please speak to the camera operator.

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4. **Public Speaking at Meetings**

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Health and Wellbeing Select Committee - Wednesday, 24th January, 2018

at 10.00 am 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 - 29TH NOVEMBER 2017 (Pages 7 - 20)

8. CLINICAL COMMISSIONING GROUP UPDATE

The Select Committee will receive an update from the Clinical Commissioning Group (CCG) on current issues.

9. CABINET MEMBER UPDATE

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

On this occasion, on the conclusion of the update officers will give a briefing and show a video regarding the 'Three Conversations'.

10. PUBLIC HEALTH UPDATE

Members are asked to consider the information presented within the report and note the key issues described.

11. HEALTHWATCH UPDATE

Members are asked to consider the information presented within the report and note the key issues described.

12. COUNCIL OPERATIONAL PLAN (Pages 21 - 88)

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

13. SELECT COMMITTEE WORKPLAN (Pages 89 - 92)

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

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

BATH AND NORTH EAST SOMERSET

HEALTH AND WELLBEING SELECT COMMITTEE

Wednesday, 29th November, 2017

Present:- Councillors Francine Haerberling (Chair), Geoff Ward, Bryan Organ, Eleanor Jackson, Tim Ball, Lin Patterson and Lizzie Gladwyn

Also in attendance: Jane Shayler (Director, Integrated Health & Care Commissioning), Tracey Cox (CCG, Chief Officer), Alex Francis (Team Manager - Healthwatch B&NES), Deborah Forward (Senior Commissioning Manager - Preventative Services), Dami Howard (Safeguarding Children & Adults Boards Business Support Manager), Denice Burton (Assistant Director of Health Improvement), Reg Pengelly (Former Independent Chair - LSAB / LSAB) and Robert Lake (Independent Chair - LSCB / LSAB)

Cabinet Member for Adult Care, Health and Wellbeing: Councillor Vic Pritchard

44 WELCOME AND INTRODUCTIONS

The Chair welcomed everyone to the meeting.

45 EMERGENCY EVACUATION PROCEDURE

The Chair drew attention to the emergency evacuation procedure.

46 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Dr Ian Orpen (CCG) and Dr Bruce Laurence (Public Health) had sent their apologies to the Select Committee. Tracey Cox and Denice Burton were present for the duration of the meeting as their respective substitutes.

47 DECLARATIONS OF INTEREST

There were none.

48 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

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

There were none.

50 MINUTES - 27TH SEPTEMBER 2017

The Select Committee confirmed the minutes of the previous meeting as a true record and they were duly signed by the Chair.

51 CLINICAL COMMISSIONING GROUP UPDATE

Tracey Cox, Chief Officer, CCG addressed the Select Committee. A copy of the update can be found on their Minute Book and as an online appendix to these minutes, a summary of the update is set out below.

A&E performance

In October 89.9 per cent of patients were seen in A&E within four hours against a national target of 95 per cent. We continue to work closely with the Royal United Hospital to help coordinate a whole-system response to manage pressure on services and drive up four hour waiting time performance. The CCG is making sure that primary care and community services are operating as effectively as they can, so that patients can be cared for out of hospital wherever possible.

A number of initiatives are being introduced to help reduce the pressure on hospitals. Home First enables patients who no longer need hospital care, but might need a bit of extra support, to go home as soon as possible. Once at home, the patient is met by a therapist and reablement workers who immediately provide a detailed assessment and organise support for up to six weeks to help the patient regain the skills and confidence to live at home independently – rather than stay in hospital.

Home First is being extended so it accepts referrals at weekends, in addition to Monday to Friday. We are also funding additional appointments at GP practices from January to March 2018 to help divert patients away from A&E and expanding our Early Home Visiting Service across all our practices.

She added that the NHS was due to be given £350m from the Autumn Budget as additional winter funding.

Integration of health and social care services

Plans to improve existing joint working arrangements between the CCG and Council have been approved at the Council's Cabinet (8 November) and CCG Board (9 November).

The focus on further integration is also in response to the changing needs of the local population, challenging budgets and to ensure services are sustainable in the longer term. By joining up the delivery of services, more of the local health and care budgets can be pooled and commissioners will be able to plan and deliver services for local people more effectively.

Plans to restrict access to three non-urgent services

We have begun engaging with the public on proposals to restrict access to fertility treatment, vasectomies and female sterilisations. In June we announced publicly that, like many NHS organisations across the UK, BaNES CCG is facing unprecedented financial pressures. We also signalled that we would need to make difficult decisions about the best way to fairly distribute NHS resources in B&NES.

We are proposing to remove NHS funding for vasectomies and female sterilisations in all but exceptional circumstances.

We are also proposing to continue providing one cycle of IVF for individuals who qualify for NHS-funded fertility treatment, but that to qualify, women need to be aged under 35 years, men under 55 years and couples need to have been trying for a baby for at least two years.

As with vasectomies and sterilisations, the CCG will still consider funding IVF treatment for people who do not meet these criteria but for whom there are exceptional circumstances.

The consultation is open until 27 December to allow as many people as possible to give their views on the proposals. The CCG is particularly interested in hearing from anyone who would be affected directly by the proposals, including health professionals, any suggestions people have about additional and/or alternative proposals to consider.

Tamsin May, Head of Communications, CCG added that street surveys were also planned to take place in Keynsham on Tuesday 5th December and in Bath on Thursday 7th December.

Councillor Eleanor Jackson commented that she would be happy to deliver copies of the survey to members of the public in Radstock / Midsomer Norton via her weekly local surgery.

She added that the Labour Group would also be writing a considered response to the proposals to restrict access to the three non-urgent services mentioned. She asked if there was a definition of exceptional circumstances and if social pressure would also be taken into account.

Tracey Cox replied that current figures show a decline in the number of vasectomies and the figures for female sterilisation are already low. She said that any requests for these procedures would be judged by a Clinical Panel.

Councillor Eleanor Jackson said that she was concerned at the time it takes on occasion to carry out care assessments prior to patients being discharged from hospital.

Tracey Cox replied that there has been a huge focus this year on delayed transfers of care which has included the formation of an Action Plan. She added that the CCG have also commissioned a number of discharge to assess beds in the new care home situated in the Chocolate Quarter, Keynsham.

Councillor Lin Patterson asked if they were aware of the possible legal action against the Secretary of State for Health regarding the moving of Health & Social Care to a USA model.

Tracey Cox replied that she was aware of a challenge to the Accountable Care System being non-compliant with the Health & Social Care Act. She added that as

far as she was aware there was no assumption that patients will have to pay for care.

Councillor Tim Ball said that he felt that the consultation survey relating to the three non-urgent services was misleading and proposed that it be amended. He stated that potential patients on benefits would not be able to afford these procedures.

Tracey Cox thanked him for his feedback and assured him that a comprehensive consultation process will be carried out and that an Impact Assessment will be completed prior to a decision being made.

Tamsin May added that the consultation had been tested through patient user groups and that other mechanisms, such as the street surveys will be carried out. She added that a colleague was meeting a community group in Foxhill this morning to discuss the proposals.

Councillor Tim Ball commented with regard to patients being fit for surgery. He suggested that patients returning in short succession for similar operations and having already been through the six-week programme of physiotherapy and physical exercise and maintained it, might not need to be asked to go through it again. He said this could therefore save time and money.

The Chair thanked Tracey Cox and Tamsin May for the update on behalf of the Select Committee.

52 CABINET MEMBER UPDATE

Councillor Vic Pritchard, Cabinet Member for Adult Care, Health and Wellbeing addressed the Select Committee. A copy of the update can be found on their Minute Book and as an online appendix to these minutes, a summary of the update is set out below.

Virgin Care – Patient Safety, Safeguarding and Quality Assurance Reporting, Monitoring and Management

Following the motion passed at the November meeting of full Council in relation to the reporting and management of any patient safety concerns I have been provided with assurance by the Council's Head of Safeguarding & Quality Assurance and CCG's Director of Nursing & Quality that these have been addressed.

He stated that specifically, in relation to the concerns expressed by some members of staff in Virgin Care and reported in the local media, the Director of Nursing & Quality and Head of Safeguarding & Quality Assurance did seek and receive assurance that all appropriate policies, procedures, systems and support to staff are in place to ensure they are able to raise any concerns that they may have, both internally and also, directly to external bodies, including CQC, the Council and the CCG.

He added that the Health & Wellbeing Select Committee receives regular updates on the Virgin Care Contract and he has requested that future updates include feedback

on performance, quality, safeguarding concerns, complaints and any serious incidents.

“Three Conversations”

Taking a personalised approach in adult social care has been a long held aspiration. However, supporting processes, including how assessments are undertaken, determining eligibility, putting in place support plans and arranging services remains largely unchanged.

But now some local authorities are exploring a radically different approach. The “three conversations” model aims to create a new relationship between professionals and people who need support, providing a graded process of conversations aimed at helping people lead independent lives, with traditional (funded) support packages offered only when other options have been exhausted.

Early evaluations are showing some remarkable results – improved outcomes for individuals, more fulfilled staff and a significant reduction in the number of people needing to receive long-term support packages funded by the Local Authority.

Conversation 1: Listen & Connect

Conversation 2: Work intensively with people in crisis

Conversation 3: Build a good life

Bath & North East Somerset Council is starting to try this very different approach. The three-conversation model draws on the individual’s own resources and encourages professionals to forge stronger links with the wider community – especially the voluntary sector, in order to support individuals to make best use of all the support available in their community.

The Director for Integrated Health & Care Commissioning commented that the approach will seek to look at what the community / voluntary sector can offer up front. She offered to show a short video at the next meeting that shows the strength of the service users.

Proud to Care South West Update

Proud to Care South West is part of the national Proud to Care initiative, aimed at raising the profile and appeal of a career in social care and health.

It is publically well documented that the social care workforce across the UK is under significant pressure. With that workforce spread across a variety of large and small organisations, a regional support structure to attract talent and help underpin future sustainability in the sector is a welcome and necessary development.

The Council’s investment in Proud to Care South West supports a coordinated approach across the region on a range of activities aimed at tackling the current issues and longer term initiatives aimed at the workforce of tomorrow.

The Chair thanked Councillor Pritchard for his update on behalf of the Select Committee.

53 PUBLIC HEALTH UPDATE

Denice Burton, Assistant Director Health Improvement addressed the Select Committee. A copy of the update can be found on their Minute Book and as an online appendix to these minutes, a summary of the update is set out below.

Mental Health Time to Change Pledge

Bath & North East Somerset Council is calling all employers to sign the Mental Health Time to Change Pledge. The Council has joined a growing number of companies nationally who have signed the pledge, demonstrating their commitment to taking action to improve attitudes towards mental health – overcoming the stigma surrounding mental health issues and offering more support in the workplace.

NHS diabetes programme bulletin

NHS England is launching a new bi-monthly bulletin to keep up to date all partners, stakeholders and providers involved in the delivery of the NHS Diabetes Programme. The bulletin will include updates from across all streams of the Programme (NHS Diabetes Prevention Programme, Treatment and Care and Digital), share knowledge between delivery sites, help to build and maintain local engagement in the Programme and share reports, results and impact. The first bulletin is due to go out in November.

New guidance for professionals working with children and young people who self-harm

Over the past year a working party made up of professionals from a range of B&NES services and young people from our CAMHS Participation Group have come together to review current guidance for professionals working with young people who self-harm. It has been unanimously agreed that B&NES will adopt the information and guidance on the **HarmLESS** website developed by Oxford Health NHS Foundation Trust and this content will replace all previous guidance.

Workplace Health Needs Assessment

Public Health England have published the *Workplace Health Needs Assessment*, a tool developed with Healthy Working Futures to help employers of all types and sizes to carry out workplace health needs assessments and provide practical workplace health advice. These resources add to existing materials for employers and local areas, including: employer toolkits developed with Business in the Community and others regarding mental health, musculoskeletal health, suicide prevention and suicide postvention; and a set of health and work infographics

Maternity services transformation

The local Maternity system (LMS) across B&NES, Wiltshire Swindon (STP footprint) has co-developed a transformation plan, in response to the national Better Birth Recommendations and the NHS Five Year Forward View. This is an exciting time for

our maternity services and for women and families in B&NES, Wiltshire and Swindon. Service user representatives have been centrally involved in developing our local transformation plan, working alongside key stakeholders, sharing information, considering needs, identifying gaps and shaping services that have women and their families at the centre

The vision is that: “All women have a safe and positive birth and maternity experience, and be prepared to approach parenting with confidence.”

A full Engagement Plan is being developed, which will build on the work commenced by the Royal United Hospital in Bath in relation to place of birth. The MTP plan will be finalised by the end of November. The STP wide Maternity Strategy and Liaison Committee (MSLC) undertook a place of birth survey earlier this year with more than 800 responses. This feedback was used during the development of the plan and will form the basis of the Engagement Strategy.

Briefing for Councillors on Relationships and Sex Education (RSE) from the South West Regional Sexual Health Office

From September 2019 all schools will have to make provision for RSE and this briefing has been prepared for councillors across the region.

This briefing sets out the rationale for providing comprehensive Relationships and Sex Education (RSE) in schools and the opportunities that statutory RSE offers to local authorities in safeguarding young people and improving their public health outcomes.

From September 2019:

- **In all secondary schools ‘relationships and sex education’ will become statutory** – looking at what constitutes healthy relationships as well as the dangers of sexting, online pornography and sexual harassment
- **In primary schools ‘relationships education’ will become statutory** - focusing on building healthy relationships and staying safe
- Lessons will be delivered at an age-appropriate level using appropriate language, topics and activities
- The parental right of withdrawal from sex education will be maintained
- There will be flexibility for schools in their approach, including for faith schools to teach within the tenets of their faith
- RSE will help all schools to fulfil their statutory duties in regards to safeguarding, wellbeing and equality

This change represents an opportunity for public health and local authorities who commission sexual health and children and young people’s services to help shape RSE.

Elected members can:

- Be local champions for quality RSE in schools and across council services

- Ensure local input into the national consultation on the content of RE, RSE and PSHE during the autumn of 2017
- Ensure information about supporting RSE is included in the JSNA, Health and Wellbeing strategy and local children's plans
- Visit or talk to head teachers, teachers, PSHE leads and Healthy Schools Coordinators about delivering good quality RSE, following best practice guidance and support schools in sharing good practice with each other
- Communicate positive messages and the benefits of high quality, age appropriate, se-positive RSE with fellow Members and school governors
- Ensure that commissioners and providers are seeking the views of children and young people to inform what is provided and how it is delivered in schools
- LAs need to provide strong leadership at this important time and support schools to make the necessary changes

Councillor Bryan Organ commented that the Mental Health Pledge in his view was vitally important. He added that focus should also be given to older people in the workforce who may need help with retaining concentration.

Denice Burton agreed that support will be required as we see a rise in workers with long term conditions.

Councillor Bryan Organ asked if she had any thoughts on the announcement that transgender children will be allowed to join Rainbows, Brownies and Girl Guides.

Denice Burton replied that she thought it was an enlightening approach, inclusive and forward thinking.

Councillor Geoff Ward commented that he believed that a growing number of people were becoming scared at the thought of retirement. He suggested that a promotion of activities available within the local community be embarked upon.

Denice Burton replied that it was important for people approaching retirement age to be happy, connected and active. She added that B&NES has invested in the Wellness Service that provides a holistic assessment of people's needs.

Councillor Eleanor Jackson said that in support of people staying active, both physically and mentally, Radstock in Bloom were now receiving referrals.

Councillor Lin Patterson asked if there was locally a central volunteering register.

Denice Burton replied that Developing Health & Independence (DHI) has a volunteer recruitment programme and that work was being done to establish a volunteering network across the sector.

The Chair thanked her on behalf of the Select Committee for the update.

54 HEALTHWATCH UPDATE

Alex Francis, Team Manager, Healthwatch B&NES addressed the Select Committee. A copy of the update can be found on their Minute Book and as an online appendix to these minutes, a summary of the update is set out below.

Update on non-emergency patient transport

At the September meeting Healthwatch updated the Committee on a piece of work it had undertaken with BaNES Clinical Commissioning Group (CCG) around the non-emergency patient transport service provided by Arriva Transport Solutions.

The visit included an opportunity to speak to patients that had arrived at, or were waiting to be collected from, the Royal United Hospital, Bath

Feedback gathered during the visit was pulled together into a joint report, which the CCG has shared with Arriva for comment. Here are some of the key points from the visit:

Health, safety and welfare of passengers/ patients

- All of the drivers were respectful and courteous to passengers using the transport. Passengers were referred to by name and appeared to be pleased to see the crews.
- The crews were asked about identifying potential harm to a passenger. Safeguarding was discussed and crews knew the process for referring passengers.
- Arriva aims to provide return journeys (after a patient's appointment) within four hours. For some passengers, e.g. those that have diabetes, this can require planning to ensure that food and/or medication is brought in order to prevent a hypoglycaemic incident.
- Crews were observed assisting patients onto the transport in their wheelchairs. All were securely strapped in with an additional seat belt.
- On the day there appeared to be good relationships between the crews and the departments/ care home staff. The crews gave examples of situations when this hasn't been so good, for example where a journey has been delayed without the care home or hospital department being notified.

Patient feedback

- Patients stated that the crews were kind and approachable.
- The patients did say that at times when delays occurred they become frustrated and the crews can get the brunt of this, however the patients didn't feel it was the crews fault.

- The patients felt frustrated with the people who plan the journeys as they often have heard the crews speaking to the control centre stating that they are unable to get to the next journey on time.
- The patients said they felt frustrated for the crews as they can see that that the journey time is impossible. One patient said they would like to have the opportunity to go to the control centre to explain this.
- One frequent user of the service stated that their life “revolves around Arriva” as the service frequent picks them up late and gets them home late. This patient stated that they feel they “want to give it all up as I can’t face the transport”.

Healthwatch is awaiting further update from the CCG regarding the full report and will notify the Committee when it becomes publicly available.

Accessible Information Standard (AIS)

The Care Quality Commission (CQC) has recently released information highlighting how they will monitor implementation of the AIS during inspections of NHS and publicly-funded adult social care services.

Healthwatch B&NES is currently carrying out some public engagement to understand people’s experiences of accessing services and how the AIS has impacted on their experiences during the last 12 months. We aim to release a full report in the spring and host a learning event with local providers to share best practice. Further details will be released nearer to the time.

Councillor Eleanor Jackson thanked her for the crucial work Healthwatch carries out. She commented that she felt that the patient transport control centre was not always well briefed on the geography of B&NES.

She said that she was also aware of occasions where drivers had not been able to pick patients up at the correct time and that sometimes the timings were not in sync with appointments.

Councillor Bryan Organ said that a similar service was provided in Keynsham through Dial-a-Ride and he agreed that on occasion timing could be a problem. He said that he advocated another volunteer should be present alongside the driver to assist with patient’s needs.

Councillor Lizzie Gladwyn commented that having worked previously at the RUH that some drivers may be under the impression that a ‘Discharge Lounge’ still exists.

Alex Francis stated that the RUH were not seeking to bring this provision back, but she did feel that a central point for collecting patients was key.

The Chair thanked her for her update on behalf of the Select Committee.

55 MATERNITY TRANSFORMATION PLAN FOR B&NES, SWINDON AND WILTSHIRE

The Senior Commissioning Manager for Preventative Services introduced this item to the Select Committee. She explained that the plan details our system wide response across the Strategic Transformation Partnership (STP) footprint to the national Better Birth Recommendations and the NHS Five Year Forward View. She added that it also describes our vision for local maternity services to ensure that - “All women have a safe and positive birth and maternity experience, and be prepared to approach parenting with confidence.”

She informed them that all maternity services were asked to develop a Local Maternity System (LMS) across their STP footprint by October 2017. The B&NES, Swindon and Wiltshire STP created such a system in April 2017 with all providers and commissioners across the maternity pathway joining together to discuss and agree operational and strategic aims and objectives.

She stated that public consultation will of course be key and that a full Engagement Plan is being developed, which will build on the work commenced by the Royal United Hospital in Bath in relation to place of birth.

She said that the MTP plan will be finalised by the end of November. She added that the STP wide Maternity Strategy and Liaison Committee (MSLC) undertook a place of birth survey earlier this year with more than 800 responses and this feedback was used during the development of the plan and will form the basis of the Engagement Strategy.

She explained that the mobilisation and implementation of the plan will be supported by a dedicated project midwife, which is being funded from national money dedicated to the development of Local Maternity Systems. This post is currently being recruited to.

Councillor Eleanor Jackson said that the Labour Group would provide a written response to the proposals in due course. She said that she was surprised that there seemed to be no reference made to pain control within the Plan and that some sections of it were not particularly true to life as babies don't always read their birthing plan.

She spoke of how important it was to have the same midwife throughout the duration of the pregnancy.

She explained that she was aware of a local resident that had begun to give birth in Paulton Hospital but due to complications had to be transferred to the RUH. She said that the RUH staff were so busy there appeared to be no time to explain the circumstances of her transfer.

She said that further support was also required to assist with breastfeeding as in some cases this can take a number of days to be successful.

The Senior Commissioning Manager for Preventative Services thanked Councillor Jackson for her comments.

Councillor Lizzie Gladwyn commented that she hoped improvements could be sought following the Better Births Gap Analysis, in particular midwife support.

The Senior Commissioning Manager for Preventative Services said that she would bring an update on the Plan to the Select Committee in due course.

The Chair thanked her for the report on behalf of the Select Committee.

56 LOCAL SAFEGUARDING ADULT'S BOARD ANNUAL REPORT

The former Independent Chair of the Board, Reg Pengelly introduced the report to the Select Committee. Also present were Robert Lake, the new Independent Chair and the Safeguarding Children & Adults Boards Business Support Manager.

He said that the relationship that the Board has with all agencies involved across the authority is so welcome.

He explained that during the reporting period 2016 – 17 B&NES received 1,496 new alerts/referrals (now called concerns) and that this is an increase of 32% compared to the previous year which saw the implementation of the Care Act. He stated that the increased level of activity is taking additional time for all the agencies concerned.

He said the links between the LSAB and the Local Safeguarding Children's Board (LSCB) had been further strengthened in the past year through a joint working plan and joint stakeholder days in order to promote 'Think Family'.

He informed them that joint working with the LSCB to raise awareness of Female Genital Mutilation (FGM) has progressed with the development of a poster and information leaflet.

He stated that the Board has updated a range of policies, training and guidance in accordance with the requirements of the Care Act 2014 and its revisions including a full revision of the multi-agency procedures that went live in September 2016, and developed more robust systems for monitoring dissemination of policies and procedures.

Councillor Eleanor Jackson advised those present of a clerical error within the report as the area referred to as Norton Radstock no longer exists. She asked that it be amended to Midsomer Norton and Radstock.

She said that she found the report contained some extremely useful information. She asked how the potential conflict between information sharing and data protection was managed.

Reg Pengelly replied that in terms of safeguarding safety is seen as paramount over data protection.

Councillor Eleanor Jackson asked what transitions systems were in place when referring to children moving into adult care.

Reg Pengelly replied that well developed transitions processes were in place. He added that the support criteria is different for those over the age of 18, but that some services can extend to 25. He said that plans for migration should be in place from 16 where possible.

Councillor Bryan Organ asked how they could make more people aware of the work of the Board.

Reg Pengelly replied that there was a joint LSAB / LSCB website that had three tiers of information available to it.

The Chair asked if they had supplied any publicity material to local GPs.

The Safeguarding Children & Adults Boards Business Support Manager replied that they had provided them with leaflets and posters relating to the work of the Boards.

Councillor Tim Ball commented that he was aware of some young people that from the age of 16 are weaned off their ASD medication and that these same people are now in receipt of adult care.

The Director for Integrated Health & Care Commissioning replied that as Chair of the Health & Wellbeing Board Sub-Committee she could look into this on his behalf.

Councillor Eleanor Jackson said that she would welcome further information relating to husbands being abused in terms of Domestic Violence.

Reg Pengelly replied that this question would be better addressed to a representative of the Responsible Authorities Group (RAG) and suggested Dr Bruce Laurence.

The Chair thanked him for the report on behalf of the Select Committee.

57 SELECT COMMITTEE WORKPLAN

The Chair introduced this item. She said that they were due to receive the Directorate Plan reports in January ahead of the budget being set in February.

She reminded them that they had earlier agreed to receive a video / presentation on the Three Conversations referred to in the Cabinet Member Update.

Councillor Eleanor Jackson requested that the Select Committee receive some training on Commissioning during 2018.

The Director for Integrated Health & Care Commissioning replied that she felt that some training on the Commissioning Cycle could be provided.

Councillor Vic Pritchard spoke to confirm the status of both Councillor Jackson and Councillor Ball as official observers to the Health & Wellbeing Board and that any future apologies would be recorded.

Councillor Lin Patterson asked for an STP update to be put on the workplan.

Councillor Eleanor Jackson asked if by November 2018 the Select Committee could receive a report that addresses the provision of midwives and care home staff locally and the effect that Brexit may have on them.

The Director for Integrated Health & Care Commissioning replied that she would discuss the matter with the Commissioning Manager for Adult Social Care to see what could be possible.

The Select Committee **RESOLVED** to approve all of the proposals made.

The meeting ended at 12.50 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

Bath & North East Somerset Council	
MEETING:	Health and Well Being Policy Development & Scrutiny Panel
MEETING DATE:	24th 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):

Health & Wellbeing Select Committee remit	Cabinet Portfolio
<ul style="list-style-type: none">• Adult health and social care• Public Health (Improving health and reducing health inequalities)• Health Scrutiny• Healthwatch• <i>[When relevant - Health, commissioning and planning]</i>	Adult Care, Health and Wellbeing

(Children)].	
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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>Mike Bowden, Strategic Director People</i>
Background papers	<i>List here any background papers not included with this report, and where/how they are available for inspection.</i>
Please contact the report author if you need to access this report in an alternative format	

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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

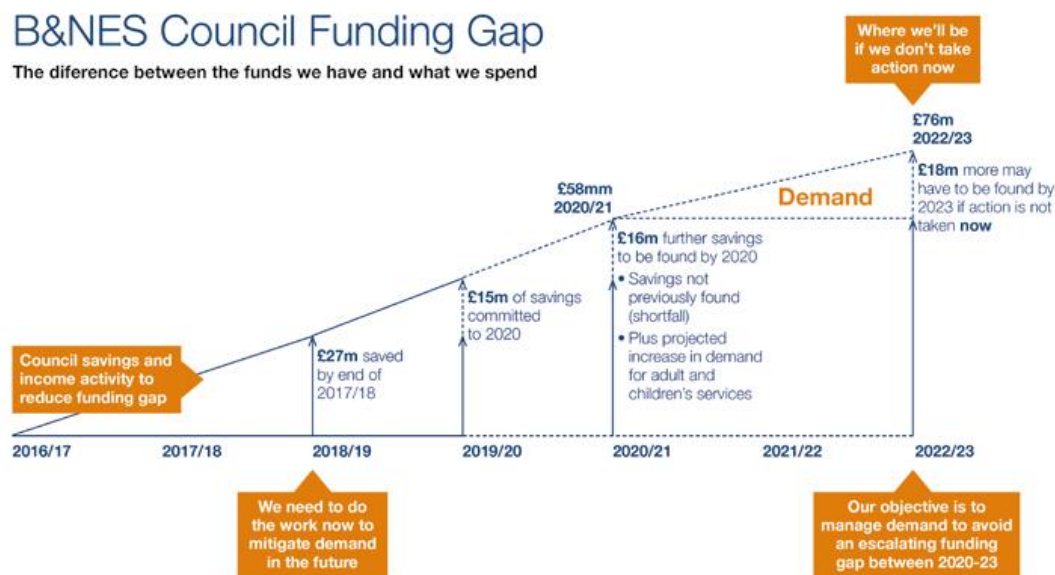
As part of the drive to tackle the national debt, all Councils are receiving progressively less grant funding from central Government each year.

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

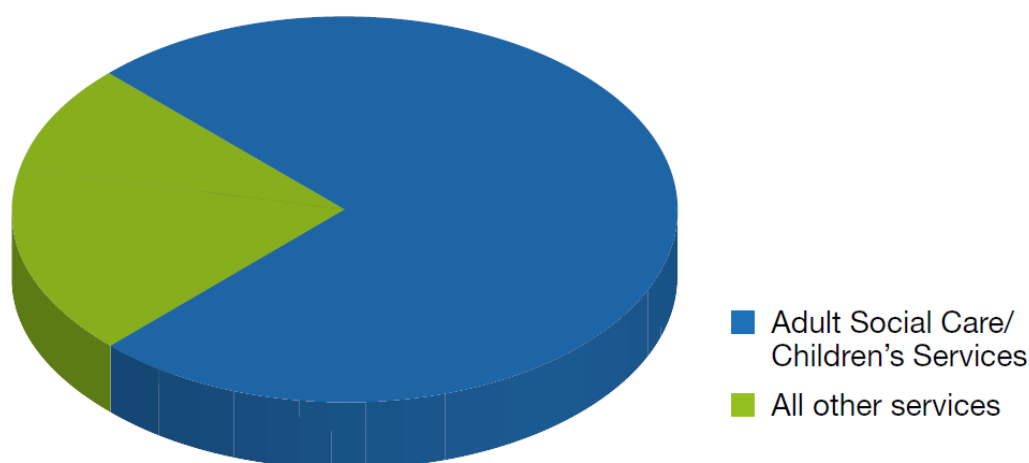
A fast-changing social and economic landscape means that we are seeing increased demand for services and growing expectations of the Council at a time when there's less money and fewer resources to help. We are not alone – all Councils in the country are facing similar pressures, particularly if they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

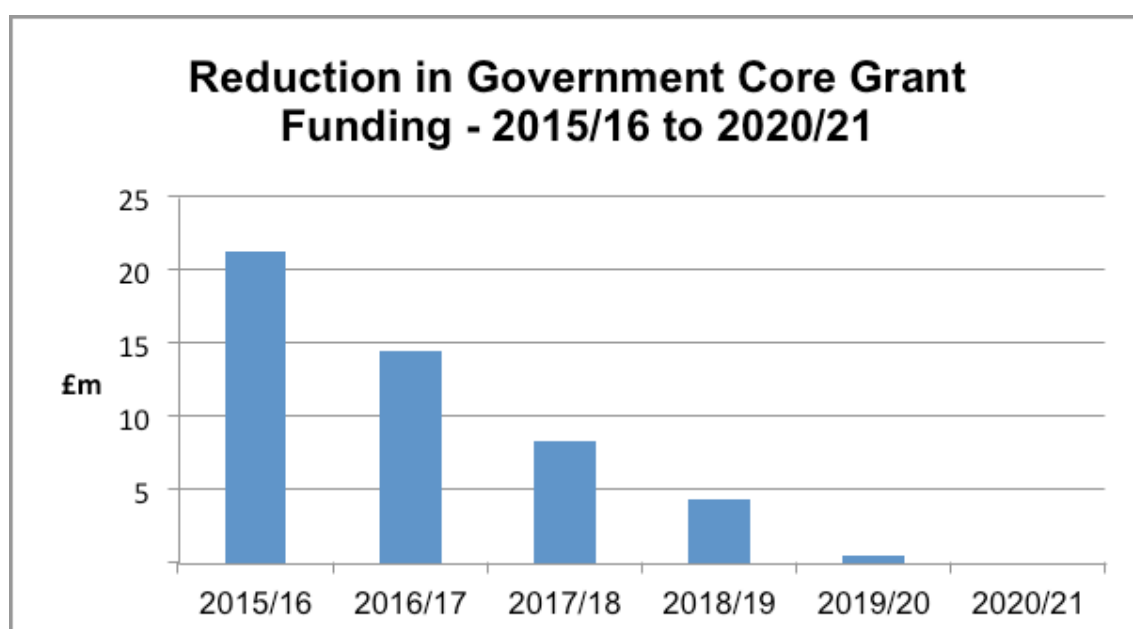
- More people are living longer with complex conditions, which is costly
- More children and young people are living with complex care and educational needs – an individual care package can cost up to £250,000
- Recent care home closures have pushed up local costs
- There are 14% more children in our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

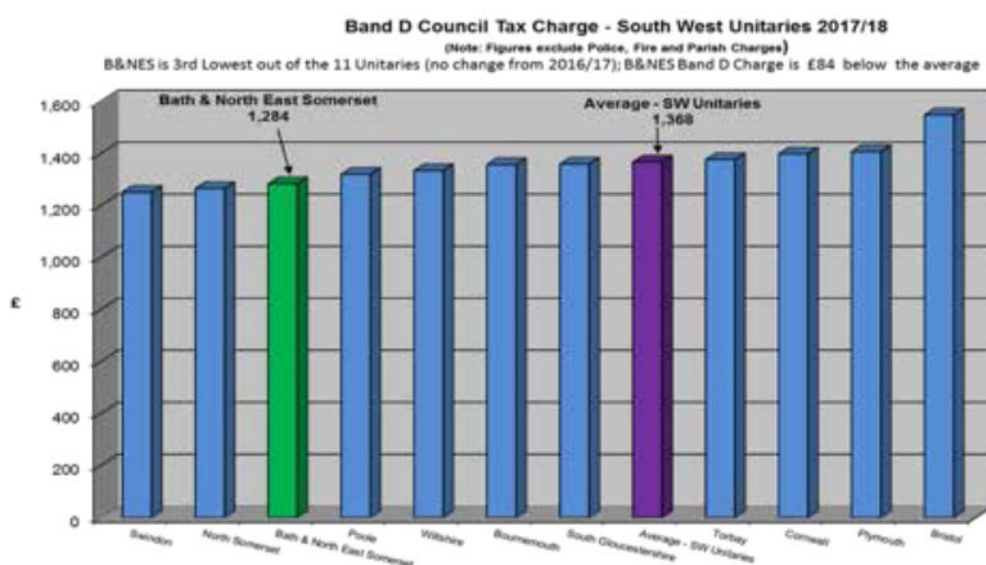
WHAT HAVE WE ALREADY DONE TO HELP?

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.

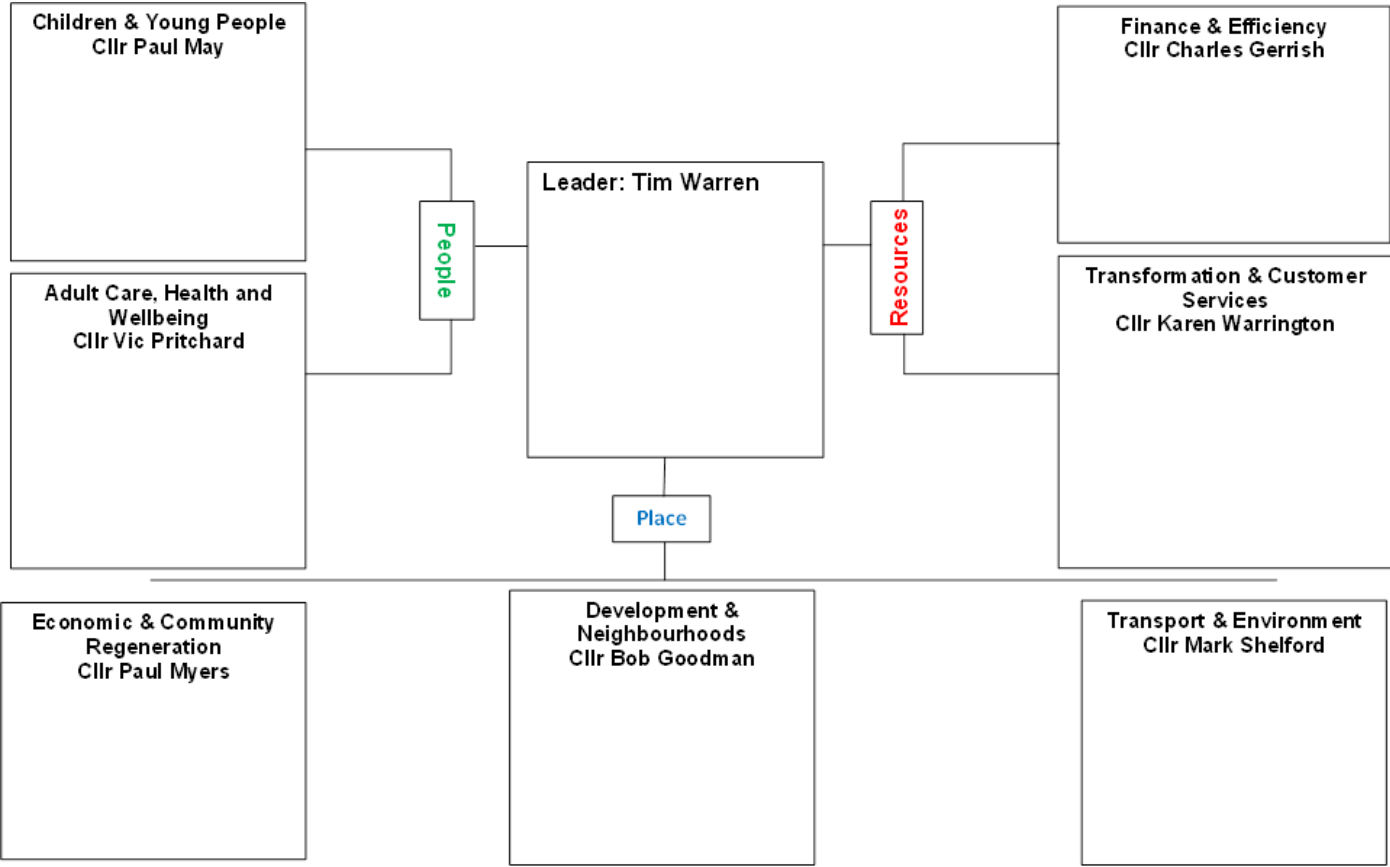
We think there are four areas where individuals and communities can help to manage demand in the future and make our money go further.

- 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				

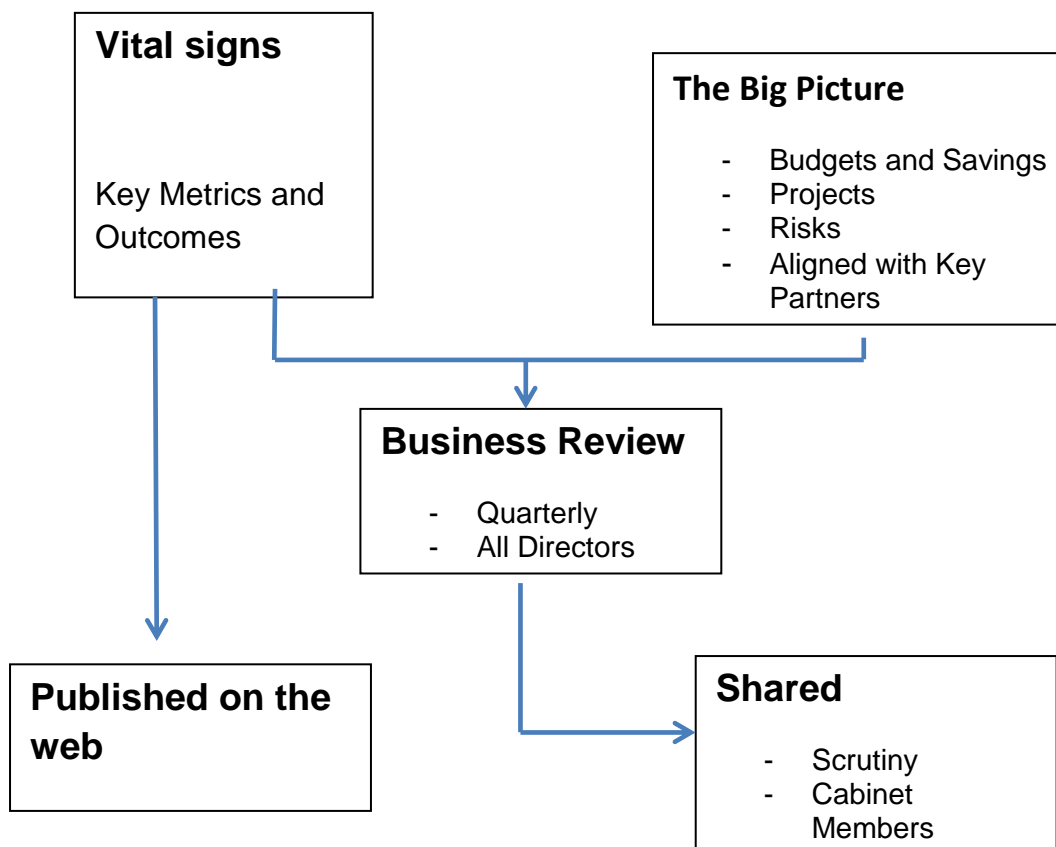
An overarching principle of our new strategy is to develop our risk management processes and procedures alongside existing and newly developing corporate arrangements. This should have the clear advantage of achieving and demonstrating an embedded risk management process, and reduces the need for additional 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 58 Incremental Package Costs	Analysis of package data indicates that in 2015/16 there were a significant number of incremental package increases. A proportion of these increases will have been appropriate to respond to an increase in need. However, existing controls and governance can be strengthened to reduce the volume, value and duration of incremental increases.	50	0	50	M	0	None	<ul style="list-style-type: none"> • Reduced prevalence of incremental package increases, realising a cashable benefit • Improved outcomes for service users by ensuring they receive the right level of care at the right time and dependency is not built unnecessarily • Wider strategic objectives are supported by actively promoting and encouraging alternative ways to meet an identified need that does not necessarily rely on funded social care support, for example, assistive technology • Decision makers are held to account which can result in a greater level of ownership for operational decisions to contribute to wider practice changes • Greater visibility of incremental increases will inform practice change and market development work, by better understanding local drivers for package increases and being better equipped to respond to the reasons for those.

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

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

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

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

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

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Purchased Care –Across Client Groups Page 61	<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	Assessment threshold - Increase the threshold for assessments prior to the release of equipment. 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	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

<div>Page 64</div> <p>Increase the level of "In-house" Foster-Placements</p>	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
<p>Children's safeguarding court proceedings</p>	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.
<p>Skills and Employment Funding Model</p>	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
<p>Preventative Commissioning</p>	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 71	<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 Redesign

323	764	1,087
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Transformation & Customer Services Total

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

Efficiency Savings

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

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

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Apprenticeship Levy	A New National Apprentice Scheme came into effect in 2016-17 with a levy to be paid by employers to meet recognised training cost.	25	0	25	M	0	None	Opportunity to enhance skills development across the workforce and obtain government credits through this programme.
Property Management	Closer working with the recently appointed Private Sector retail advisor to reduce voids and increase rental growth through active management of the commercial estate.	100	300	400	H	0	Greater efficiency within the Commercial Estate	
Project Delivery	<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				

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
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		Approval Sought	Comments
Portfolio / Service	Project Name	2018/19 £'000	2019/20 Onwards £'000	Total 5 Year Cost £'000	Borrowing / Capital Receipts £'000	Grants / External Funding £'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 81	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 82	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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HEALTH AND WELLBEING SELECT COMMITTEE

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:

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<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
24TH 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
28TH MARCH 2018				
23RD MAY 2018				
23 May 2018	HWSC	Local Care Home Staff Provision	Vincent Edwards Tel: 01225 477289	Jane Shayler
18TH JULY 2018				
26TH SEPTEMBER 2018				
ITEMS YET TO BE SCHEDULED				
	HWSC	Update on the Transfer of Services from the RNHRD to the RUH (Pain Services)	Emma Mooney Tel: 01225 825849	Tracey Cox

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
	HWSC	Your Care Your Way Update	Sue Blackman, Jayne Carroll Tel: 01225 396180,	Jane Shayler
	HWSC	Integrated Urgent Care Procurement	Catherine Phillips Tel: 01225 831868	Tracey Cox
	HWSC	Dentistry Services	Ruth Bartram Tel: 01138 251522	
Page 89	HWSC	Non-Emergency Patient Transport Service		Tracey Cox
	HWSC	Eye Care		
	HWSC	NHS 111 update		Tracey Cox
	HWSC	Loneliness report - update		Strategic Director - People
	HWSC	Homecare Review		Strategic Director - People

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
The Forward Plan is administered by DEMOCRATIC SERVICES: Mark Durnford 01225 394458 Democratic_Services@bathnes.gov.uk				