

Corporate Policy Development and Scrutiny Panel

Date: Monday, 13th January, 2020

Time: 4.00 pm

Venue: Kaposvar Room - Guildhall, Bath

Councillors: Paul Myers, Winston Duguid, Mark Elliott, Andrew Furse, Hal MacFie, Alastair Singleton, Shaun Hughes, Karen Warrington and Lucy Hodge

There will be a pre-meeting for members of the Panel only between 3.30pm – 4.00pm.



Mark Durnford

Democratic Services

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NOTES:

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

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

Paper copies are available for inspection at the Guildhall - Bath.

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.

The Council will broadcast the images and sound live via the internet www.bathnes.gov.uk/webcast An archived recording of the proceedings will also be available for viewing after the meeting. The Council may also use the images/sound recordings on its social media site or share with other organisations, such as broadcasters.

4. **Public Speaking at Meetings**

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

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

5. **Emergency Evacuation Procedure**

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

6. **Supplementary information for meetings**

Additional information and Protocols and procedures relating to meetings

<https://democracy.bathnes.gov.uk/ecCatDisplay.aspx?sch=doc&cat=13505>

Corporate Policy Development and Scrutiny Panel - Monday, 13th January, 2020

at 4.00 pm in the Kaposvar Room - 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. CALL-IN OF DECISION E3181: 23 GROSVENOR PLACE, LONDON ROAD, BATH BA1 6BA: SURRENDER OF EXISTING GUINNESS HOUSING ASSOCIATION (GHA) LEASE, SUBJECT TO PAYMENT OF A REVERSE PREMIUM (Pages 5 - 32)

This report sets out the call-in received by 9 Councillors of the decision to surrender the existing occupational lease at 23 Grosvenor Place, subject to payment of a revenue premium by the Council to the tenant. The role of the Panel is to consider the issues raised by both call-in notices and to determine its response.

8. MINUTES - 24TH SEPTEMBER 2019 (Pages 33 - 42)

9. CONTACTING THE COUNCIL (BACKGROUND BRIEFING:- REPORTING AN ISSUE TO THE COUNCIL) (Pages 43 - 54)

A briefing was requested on the resident/customer experience of contacting the Council.

10. CABINET MEMBER UPDATE

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

11. RETAIL CENTRES: INITIATIVES / RENT PRESSURE / EMPTY PREMISES / COMMERCIAL ESTATE CHALLENGES

The Panel will receive a presentation relating to this item.

12. DRAFT CORPORATE STRATEGY (Pages 55 - 76)

This report sets out the current position on the Council's draft Corporate Strategy to the Panel for consideration and feedback.

13. PANEL WORKPLAN (Pages 77 - 80)

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

The Committee Administrator for this meeting is Mark Durnford who can be contacted on mark_durnford@bathnes.gov.uk, 01225 394458.

Bath & North East Somerset Council	
MEETING:	Corporate Policy Development & Scrutiny Panel
MEETING DATE:	13 th January 2020
TITLE:	Call-in of decision E3181: 23 Grosvenor Place, London Road, Bath BA1 6BA: Surrender of existing Guinness Housing Association (GHA) lease, subject to payment of a reverse premium
WARD:	ALL
AN OPEN PUBLIC ITEM	
<p>List of attachments to this report:</p> <p>Appendix 1 Cabinet Decision</p> <p>Appendix 2 Accompanying Report for the Decision</p> <p>Appendix 3 Call-in Request</p> <p>Appendix 4 Call-in Guidance Note & Part 4 (D-1) Call- In procedure flow chart</p> <p>Appendix 5 Terms of Reference for the Call-in</p>	

1 THE ISSUE

- 1.1 Any 9 Councillors not in the Council’s Cabinet may request that a Cabinet or Single Member Decision made but not yet implemented be reconsidered by the person or body who made it. This is called a “call-in” and has the effect of preventing the implementation of the decision pending a review of the decision by a Policy Development and Scrutiny Panel.
- 1.2 This report sets out the call-in received by 9 Councillors of the decision to surrender the existing occupational lease at 23 Grosvenor Place, subject to payment of a revenue premium by the Council to the tenant. The role of the Panel is to consider the issues raised by both call-in notices and to determine its response.

2 RECOMMENDATION

THE PANEL IS ASKED TO:

- a. Consider the call-in request received (refer to Appendix 3).
- b. Approve the Terms of Reference of the Call-in.

c. Decide whether it will reach a conclusion about whether to uphold or dismiss the call-in; or refer the matter to the Council itself to undertake the role of the Panel, at this meeting or if a further meeting is required.

d. If a further meeting is required to hear and determine the call-in, the Panel is asked to agree the date for this. [The constitutional requirement is for that meeting to take place before the end of the 23rd January 2020 (this timescale would not apply if the Panel decided to refer their role to the full Council)].

3 FINANCIAL IMPLICATIONS

3.1 The Panel should be aware that the Council's Constitution (Part 4E, Rule 13) requires that

"Where an Overview and Scrutiny Panel makes a recommendation that would involve the Council incurring additional expenditure (or reducing income) the Panel has a responsibility to consider and / or advise on how the Council should fund that item from within its existing resources or the extent to which that should be seen as a priority for future years' budget considerations".

3.2 It is important, therefore, in its consideration of the call-in that the Panel gives consideration to the alternative options available to the decision-maker and the financial consequences of these.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSALS

4.1 A Call-in is a statutory process pursuant to the Council's Constitution Part 4E.

5 THE REPORT

BACKGROUND

5.1 The decision which is now subject to a call-in request was a single Member Cabinet Decision made on the 13th December 2019 (Appendix 1) following consideration of the officer report (Appendix 2). The Council Solicitor, on behalf of the Chief Executive, has validated the call in and confirms that it conforms to constitutional requirements in terms of time of receipt and number of Members validly subscribing to it. Appendix 3 sets out the reasons for the call-in request.

ASSESSING THE CALL-IN REQUEST

5.2 The Terms of Reference (Appendix 5) will indicate the suggested scope of the Call-in. This will outline the information and contributions the Panel is advised to consider in order to determine the call-in. It will have been prepared in consultation with the Chair. Panel members are invited to comment on the terms of reference and any changes they request will be taken into account in an updated version which will be circulated at the meeting.

5.3 The Policy Development and Scrutiny Panel Chairs have approved guidance on the handling of call-in requests which make clear that there is a presumption that every validated call-in will proceed to a public meeting stage. The process for that meeting is set out in paragraph 5.4 below. If a second meeting of the Panel is

required to complete the review it needs to take place no later than 23rd January 2020 to comply with the constitutional requirement that the total period of overview and scrutiny involvement in a call-in must not exceed 21 working days.

SUGGESTED FORMAT FOR THE MEETING TO DETERMINE THE CALL-IN

5.4 When the Panel determines the call-in, it is suggested that the following format be adopted:

- (1) Remind itself of the issues to be considered and consider any additional written information supplied.
- (2) Hear from and ask questions of the Cabinet Member(s) and Lead (or other agreed) Officers.
- (3) Hear from and ask questions of Councillor(s) representing the call-in signatories.
- (4) Hear from and ask questions of any public speakers. appropriate external contributors (a "panel" style contributors` session is suggested).
- (5) Call-in Councillor and Cabinet member(s) have the opportunity to make comments on any new considerations that may have arisen during the debate.
- (6) Discuss and draw conclusions from the written and oral information presented.
- (7) Consider and formulate the Panel's determination of the call-in.

6 RATIONALE

6.1 The recommendations were suggested pursuant to the Council's constitution.

7 OTHER OPTIONS CONSIDERED

7.1 Not applicable

8 CONSULTATION

8.1 This report has been prepared following consultation with the Chair and Vice Chair of the Policy Development and Scrutiny Panel.

9 RISK MANAGEMENT

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

Contact person	<i>Donna Vercoe, Senior Scrutiny Officer, 01225 396053</i>
Background papers	<i>none</i>
Please contact the report author if you need to access this report in an alternative format	

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Single Member Cabinet Decision

Executive
Forward Plan
Reference

E3181

**23 Grosvenor Place, London Road, Bath BA1 6BA :-
Surrender of existing Guinness Housing Association (GHA)
lease, subject to payment of a reverse premium**

Decision maker/s	Councillor Richard Samuel, Cabinet Member for Resources
The Issue	Approval is required to the agreement to surrender the existing occupational lease at the subject property, subject to payment of a reverse premium by the Council to the tenant.
Decision Date	13 th December 2019
The decision	<p>The Cabinet Member agrees to authorise approval to surrender the tenant's lease dated 2nd February 1993 between Bath City Council and the tenant for a term expiring 1 February 2058.</p> <p>Subject to the following conditions:</p> <ul style="list-style-type: none">• Vacant possession• The tenant using best endeavours to provide vacant possession at the earliest opportunity.• Payment of a reverse premium by BANES to the tenant on completion of the surrender
Rationale for decision	<p>The property was converted into 20 flats in the 1970s, the majority of which are bedsits, with poor layouts. They are primarily occupied by single residents. They are now considered unsuitable for this purpose and the tenant has had a long term strategy to re-house their residents.</p> <p>Housing Services are assisting the relocation of the existing tenants, including by giving them high priority status on the Homeseach Scheme. The Council's single point of access for affordable housing within the district.</p> <p>The agreed surrender enables the tenant to progress their long term strategy and the Council to gain vacant possession of a valuable asset.</p> <p>On completion of the surrender the Council will be in position to undertake a full property appraisal and decide on strategy going forward.</p>

Financial and budget implications	<p>Council approved a budget for this proposal by amending the budget framework at its meeting on 14th November 2019.</p> <p>Corporate Finance at BANES has been consulted and advises the best approach is to seek approval in respect of a surrender of the lease on a walk away basis i.e. no dilapidations / repairs, at an unconditional reverse premium. The costs to be met by the eventual capital receipt received from the sale of the subject property. There will be a period of at least 9 months between payment of the reverse premium and generation of the capital receipt to allow for an appropriate marketing campaign. A PID has been drafted and submitted for approval via Directors Group, a Council decision regarding budget to be made 14th November 2019.</p>
Issues considered	Property
Consultation undertaken	The appropriate Council Directors and Section 151 Officer
How consultation was carried out	Internal consultation was completed within the Council's formal processes for initiating and approving the lease surrender at a premium
Other options considered	None
Declaration of interest by Cabinet Member(s) for decision, including any dispensation granted:	None
Any conflict of interest declared by anyone who is consulted by a Member taking the decision:	None

Name and Signature of Decision Maker/s	Councillor Richard Samuel, Cabinet Member for Resources
Date of Signature	28 th November 2019

Subject to Call-in until 5 Working days have elapsed following publication of the decision

Bath & North East Somerset Council		
DECISION MAKER:	Councillor Richard Samuels, Cabinet Member for Finance and Efficiency	
DECISION DATE:	On or after 13th December 2019	EXECUTIVE FORWARD PLAN REFERENCE:
		E3181
TITLE:	23 Grosvenor Place, London Road, Bath BA1 6BA :- Surrender of existing Guinness Housing Association (GHA) lease, subject to payment of a reverse premium	
WARD:	Walcot Ward	
AN OPEN PUBLIC ITEM		
<p>List of attachments to this report:</p> <p>Appendix 1: Tenant and resident details (Exempt by virtue of Paragraphs 1 & 2 of Schedule 12A of the Local Government Act 1972)</p> <p>Appendix 2: Memorandum of Heads of Terms</p>		

1 THE ISSUE

- 1.1 This report seeks approval to the agreement to surrender the existing occupational lease at the subject property, subject to payment of a reverse premium by the Council to the tenant.

2 RECOMMENDATION

The Cabinet Member for Finance and Efficiency is asked to:

- 2.1 Authorise approval to surrender the tenant's Lease dated 2 February 1993 between Bath City Council and the tenant for a term expiring 1 February 2058.

2.2 The surrender of the lease is subject to the following conditions:

- Vacant possession
- The tenant using best endeavours to provide vacant possession at the earliest opportunity. A longstop date for provision of vacant possession

has been agreed to be 12 months after exchange, however the tenant to endeavour to provide VP as soon as possible after exchange with Completion 14 days post vacation of the final resident should this occur earlier and at least 14 days before the longstop date

- Payment of a reverse premium by BANES to the tenant on completion of the surrender

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE).

- 3.1 Council approved a budget for this proposal by amending the budget framework at its meeting on 14 November 2019.
- 3.2 Corporate Finance at BANES has been consulted and they advise the best approach is to seek approval in respect of a surrender of the lease on a walk away basis i.e. no dilapidations / repairs, at an unconditional reverse premium. The costs to be met by the eventual capital receipt received from the sale of the subject property. There will be a period of at least 9 months between payment of the reverse premium and generation of the capital receipt to allow for an appropriate marketing campaign. A PID has been drafted and submitted for approval via Directors Group, then the final decision to be taken via Single Member Decision by Councillor Samuel.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 As the proposal is to enter into an agreement for surrender – a notice is required by section 38A (4) (a) of the LTA 1954 to be served 14 days before the agreement can be entered.
- 4.2 BANES Legal Team has therefore drafted the notice and statutory declaration to the tenant.

5 THE REPORT

Surrender negotiations have been on-going for a number of months with the tenant.

- 5.1 Resulting in the parties' agreement upon an unconditional reverse premium payable by the Council to the tenant.
- 5.2 On exchange of the surrender documentation, it is agreed that the tenant will continue to re-locate the remaining sub-tenants occupying the property with a view to obtaining full vacant possession as expediently as possible, enabling completion of the surrender and payment to the tenant of the agreed premium. (Note: this process has already commenced with the tenant confirming that 11 out of 20 sub-tenants have been re-located as at 15.10.2019).
- 5.3 This process is not completely straightforward and will necessitate a longer timeframe in which to relocate the sub-tenants to suitable alternative accommodation. At this stage and in consideration of the previous comment, the tenant currently cannot provide a definitive timescale for achieving vacant possession. However they will endeavour to expedite matters on a formal agreement being signed.

5.4 Housing Services are assisting the relocation of the existing tenants, including by giving them high priority status on the Homeseach Scheme, the Council's single point of access for affordable housing within the district.

6 RATIONALE

6.1 The property was converted into 20 flats in the 1970s, the majority of which are bedsits, with poor layouts. They are primarily occupied by single residents. They are now considered unsuitable for this purpose and the tenant has had a long term strategy to re-house their residents.

6.2 The agreed surrender enables the tenant to progress their long term strategy and the Council to gain vacant possession of a valuable asset.

6.3 On completion of the surrender it is the Council's intention to dispose of the vacant property on the open market.

7 OTHER OPTIONS CONSIDERED

7.1 None.

8 CONSULTATION

8.1 Cabinet members; Section 151 Finance Officer; Chief Executive; Monitoring Officer.

9 RISK MANAGEMENT

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

Contact person	<i>Richard Long – Head of Property. Tel: 01225 477075</i>
Background papers	
Please contact the report author if you need to access this report in an alternative format	

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Draft Heads of Terms – Subject to Contract

23 Grosvenor Place, London Road, Bath BA1 6BA

1. **Premises** 23 Grosvenor Place. London Road, Bath, BA1 6BA as demised by the lease
2. **Landlord** Bath & North East Somerset Council
Lewis House
Manvers Street
Bath
BA1 1JG

Contact: Glenn Chinnock
Email: glenn_chinnock@bathnes.gov.uk
Tel: 01225 477975
3. **Tenant** Guinness Housing Association Limited
c/o The Guinness Partnership,
Bower House
1 Stable Street
Hollinwood
Oldham
OL9 7LH

Contact: Christine Jones
Email: Christine.jones@guinness.org.uk
Tel: 0161 219 7015
4. **Existing Lease** Lease dated 2 February 1993 between Bath City Council and Guinness Housing Association Limited for a term expiring 1 February 2058
5. **Surrender** The Landlord will accept a surrender of the Existing Lease
6. **Consideration** The Landlord will pay to the Tenant £450,000 (Four Hundred and Fifty Thousand Pounds) subject to the conditions listed below being satisfied
7. **Conditions**
 - 7.1 Vacant Possession
 - 7.2 The tenant will use best endeavours to obtain vacant possession at the earliest opportunity.
 - 7.3 Completion will be 14 days post vacation of the final tenant.
8. **Exchange** Conditional contracts will be exchanged by 28 February 2019



9. **Costs** Each party to be responsible for their own legal and professional costs
10. **Landlords Agent** GVA
St Catherine's Court
Berkeley Place
Bristol
BS8 1BQ
- Contact: Ben Lovell
Email: ben.lovell@gva.co.uk
Tel: 0117 988 5319
11. **Landlord's Solicitors** Legal Services
Bath & North East Somerset Council
Lewis House
Manvers Street Bath
BA1 1JG
- Contact: Imran Quereshi
Email: Imran_quereshi@bathnes.gov.uk
Tel: 01225 475186
10. **Tenants Agent** Savills
Embassy House
Queens Avenue
Bristol
BS8 1SB
- Contact: Andrew Keay
Email: akeay@savills.com
Tel: 0117 910 0347
13. **Tenant's Solicitors** To be confirmed
14. **Date** 5 December 2018

Access to Information Arrangements

Exclusion of access by the public to Council meetings

Information Compliance Ref: LGA 1515/19

Meeting / Decision: Single Member Decision

Date: On or after 28th November 2019

Author: Richard Long

Report Title: Surrender of existing tenant lease, subject to payment of a reverse premium

Appendix 1 Memorandum of Heads of Terms

Exempt Appendix 2: Tenant, resident and property details

The Exempt appendix contains exempt information, according to the categories set out in the Local Government Act 1972 (amended Schedule 12A). The relevant exemption is set out below.

Stating the exemptions:

1. *Information relating to any individual*
2. *Information which is likely to reveal the identity of an individual.*

The public interest test has been applied, and it is concluded that the public interest in maintaining the exemption outweighs the public interest in disclosure at this time. It is therefore recommended that the exempt appendix be withheld from publication on the Council website. The paragraphs below set out the relevant public interest issues in this case.

PUBLIC INTEREST TEST

If the Cabinet Member for Finance and Efficiency wishes to consider a matter with press and public excluded, they must be satisfied on two matters.

Firstly, they must be satisfied that the information likely to be disclosed falls within one of the accepted categories of exempt information under the Local Government Act 1972.

The officer responsible for this item believes that this information falls within the following exemptions and this has been confirmed by the Council's Information Compliance Manager.

The following exemptions are engaged in respect to this report:

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual

Exemptions 1 and 2 above must be considered in conjunction with the Principles of the Data Protection Act 2018 (DPA). It is considered that disclosure of the information in this report would breach the first principle of the DPA, which requires personal data to be fairly and lawfully processed.

Secondly, it is necessary to weigh up the arguments for and against disclosure on public interest grounds.

Factors in favour of disclosure include:

- furthering public understanding of the issues involved;
- furthering public participation in the public debate of issues, in that disclosure would allow a more informed debate;
- promoting accountability and transparency by the Council for the decisions it takes;
- allowing individuals and companies to understand decisions made by the Council affecting their lives and assist individuals to challenge those decisions.

However there is a real risk that the first Principle of the DPA will be breached by this disclosure, and that the individual/s concerned could bring a successful action against the Council if the disclosure occurred. Therefore it is recommended that exemptions 1 and 2 in Schedule 12A stand. The Council considers that the public interest is in favour of not holding this matter in open session at this time and that any reporting on the meeting is prevented in accordance with Section 100A(5A)

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Notice requesting to call in Single Member Decision E3181

23 Grosvenor Place, London Road, Bath BA1 6BA :- Surrender of existing Guinness Housing Association (GHA) lease, subject to payment of a reverse premium

The undersigned Councillors wish to call in decision E3181 to “Surrender of existing Guinness Housing Association (GHA) lease, subject to payment of a reverse premium”, taken on 13 December 2019 by Councillor Richard Samuel for the following reasons:

1. There has been no opportunity for Elected Members to scrutinise the proposals.
2. The report was inadequate, lacked information and did not demonstrate how we came to this recommendation.
3. We believe that it is not justifiable to pay £450k for a building that will be handed back to us in extremely poor condition and will require further investment to bring back for a suitable use.
4. The impact of this decision has not been considered fully within the Council and binds the Council to future spending.
5. There is a lack of transparency of information surrounding this proposal. Nowhere within the Council’s report did it address the following areas:
 - a. The tenant approached the Council 2 years ago about their desire to surrender this lease.
 - b. We do not believe it right to allow the tenant to walk away from a full repairing lease without any obligations to contribute financially.
 - c. There has been no discussion or consideration, within the Councils scrutiny panels about the implications of losing 20 dwellings from our vulnerable people’s provision. We already have a housing shortage, and this decision has increased it by another 20 housing units.
6. No reasons have been given as to how or why the decision was reached to accept the surrendering of the building lease.
7. We believe that it is not justifiable to pay £450k of tax payers money as a “pay off” to the tenant without even a business plan being in place. It was stated that B&NES had sought professional advice back in 2018 and the upshot is the £450k cost. Councillors should have had a chance to see that professional reasoning, withholding it means scrutiny cannot be achieved properly and makes the whole figure/process very confusing.
8. Without careful consideration and scrutiny we will be setting a precedent for future tenants to be able to just walk away.
9. There is no detail as to what the future strategy is for the building and what exactly the administration intends to do with it.
10. Ultimately, we do not believe that the Council is getting best value for money from these arrangements.

9 signatures required.

Cllr Colin Blackburn (Lead)

Cllr Vic Pritchard

Cllr Sally Davis

Cllr Paul May

Cllr Karen Walker

Cllr June Player

Cllr Robin Moss

Cllr Liz Hardman

Cllr Chris Dando

9 signatures required.

Cllr Colin Blackburn (Lead)

Received via email

Cllr Vic

Pritchard

Sally 16.12.19.

Paul 16/

~~Paul~~ Pritchard

Cllr Sally Davis

Cllr Paul May

Cllr Karen Walker ker K Walker 16.12.19.

r June Playe 16/12/19

Cllr June Playe

s R M 16.12.19.

Cllr Robin Moss

Cllr Liz Hardman Hardman 16

Cllr Chris Dando



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CALL-IN OF EXECUTIVE DECISIONS

RULE 1 – WHO MAY REQUEST A CALL-IN?

Elected members who do not sit on the Cabinet have the right to request a “call-in” of an executive decision which has been made by the Cabinet, or a person or body to whom the power to make executive decisions has been delegated, but not yet implemented.

These decisions could be made by;

- the Cabinet
- a Cabinet Member,
- a committee of the Cabinet
- an Officer taking a key decision acting on delegated authority from the Cabinet
- an area committee
- a body under joint arrangements

BUT NOT the decisions of quasi-judicial or Regulatory Committees.

Notice of the decision made shall be published to every councillor and the publicity shall specify the period in which the “call-in” right may be exercised.

RULE 2 – SUBMISSION OF A “CALL-IN” NOTICE

A notice requesting a “call-in” of an executive decision shall be in writing and signed by 10 or more elected members (excluding Cabinet Members) making the request. The request shall be deposited with the Chief Executive.

The request shall include individual signatures on the notice or electronic communications from individual members signifying their support for the call-in. If a Member is unable to communicate in writing or electronically he/she may signify support by telephone.

The persons making the call-in request shall state the decision being called in, the decision maker, the date the decision was taken and shall give reasons for the call-in.

No member of the Council is entitled to sign up to more than 5 call-in requests in any Council year.

The Chief Executive shall determine whether a call-in is valid (ie whether it has been received within 5 working days of the decision being published and requested by the appropriate number of members and that the decision may properly be called in under the Constitution) and, if so, consult with Overview & Scrutiny Chairs to decide which Panel should consider it.

The Chief Executive shall make a report of any validated call-in to a meeting of the relevant Overview and Scrutiny Panel which shall meet wholly in public within 14 working days of a valid call-in notice being verified.

A decision may only be called in once.

RULE 3 – CONSIDERATION BY OVERVIEW AND SCRUTINY PANEL

The Overview and Scrutiny Panel shall consider the issues raised in the “call-in” request and the stated reasons for the request. They have the following courses of action open to them;

- a) To dismiss the call-in: the decision shall then take effect immediately;
- b) To refer the decision back to the decision-making person or body for reconsideration, setting out in writing the nature of the Panel's concerns; or
- c) To refer the matter to Council to itself undertake the role of the Panel (which may necessitate an additional Council meeting to meet necessary timescales) [NB: the ultimate decision still remains with the original decision maker].

If the call-in is dismissed, notification will be made to all interested parties and the original decision can be implemented. No amendments can be made to the decision [Six-month rule applies – Part 4(D), rule 15]

If the Panel consider any aspect of the decision requires further consideration, it must refer it back to the decision maker.

In total, the Panel shall ensure that the period of overview and scrutiny involvement in an individual call-in shall not exceed 21 working days.

RULE 4 – CONSIDERATION BY DECISION MAKER

The person or body which made the decision shall consider the report of the Overview and Scrutiny Panel or Council and must;

- (a) confirm the original decision; or
- (b) make some changes to the original decision; or
- (c) make a different decision.

The decision maker may not ignore the report. The decision maker shall undertake this consideration within 10 working days from the date of the Overview and Scrutiny (or Council) meeting.

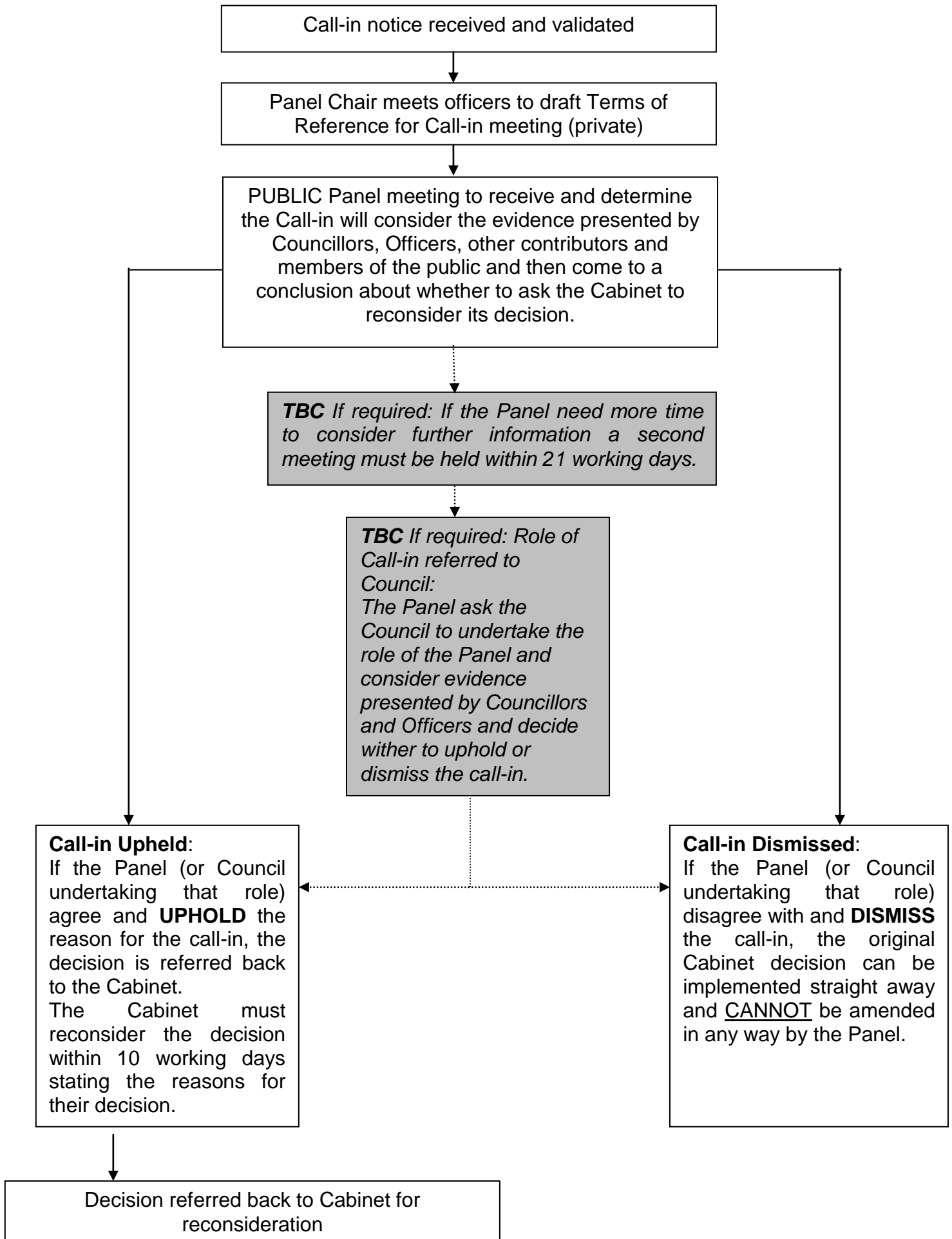
The decision made by the decision maker after considering the report of the Overview and Scrutiny Panel shall be final and will be implemented immediately. There is no further opportunity for “call-in” of the decision.

RULE 5 – EXCEPTIONS TO “CALL-IN”

The rights under this Procedural Rule shall not apply in the following circumstances:

- when the executive decision is urgent as defined in the Urgency Procedure Rules within this Constitution
- the effect of the call-in alone would be to cause the Council to miss a statutory deadline
- a decision taken under the General Exception and Special Urgency Access to Information Rules [Part 4B, rules 15 and 16].

FLOW CHART:



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Appendix 5 - Terms of Reference

Call-in of the Cabinet decision: E3181

Introduction

A single member Cabinet Decisions was made on the 13th December 2019 resolved as set out below:

2.1 The Cabinet Member agrees to authorise approval to surrender the tenant's lease dated 2nd February 1993 between Bath City Council and the tenant for a term expiring 1 February 2058.

Subject to the following conditions:

- Vacant possession
- The tenant using best endeavours to provide vacant possession at the earliest opportunity.
- Payment of a reverse premium by BANES to the tenant on completion of the surrender

2.2 The rationale for the decision was that the property was converted into 20 flats in the 1970s, the majority of which are bedsits, with poor layouts. They are primarily occupied by single residents. They are now considered unsuitable for this purpose and the tenant has had a long term strategy to re-house their residents.

Housing Services are assisting the relocation of the existing tenants, including by giving them high priority status on the Homeseach Scheme. The Council's single point of access for affordable housing within the district.

The agreed surrender enables the tenant to progress their long term strategy and the Council to gain vacant possession of a valuable asset.

On completion of the surrender the Council will be in position to undertake a full property appraisal and decide on strategy going forward.

On the 20th December 2019 a call-in notice was received, signed by 9 Councillors, objecting to this decision.

This decision relates to the decision of 23 Grosvenor Place, London Road, Bath BA1 6BA:– Surrender of existing Guinness Housing Association (GHA) lease, subject to payment of a reverse premium. Taken by Cabinet Member Cllr Richard Samuel (Cabinet member for Resources), for the following reasons:

1. There has been no opportunity for Elected Members to scrutinise the proposals.
2. The report was inadequate, lacked information and did not demonstrate how we came to this recommendation.

3. We believe that it is not justifiable to pay £450k for a building that will be handed back to us in extremely poor condition and will require further investment to bring back for a suitable use.
4. The impact of this decision has not been considered fully within the Council and binds the Council to future spending.
5. There is a lack of transparency of information surrounding this proposal. Nowhere within the Council's report did it address the following areas:
 - a. The tenant approached the Council 2 years ago about their desire to surrender this lease.
 - b. We do not believe it right to allow the tenant to walk away from a full repairing lease without any obligations to contribute financially.
 - c. There has been no discussion or consideration, within the Councils scrutiny panels about the implications of losing 20 dwellings from our vulnerable people's provision. We already have a housing shortage, and this decision has increased it by another 20 housing units.
6. No reasons have been given as to how or why the decision was reached to accept the surrendering of the building lease.
7. We believe that it is not justifiable to pay £450k of tax payers money as a "pay off" to the tenant without even a business plan being in place. It was stated that B&NES had sought professional advice back in 2018 and the upshot is the £450k cost. Councillors should have had a chance to see that professional reasoning, withholding it means scrutiny cannot be achieved properly and makes the whole figure/process very confusing.
8. Without careful consideration and scrutiny we will be setting a precedent for future tenants to be able to just walk away.
9. There is no detail as to what the future strategy is for the building and what exactly the administration intends to do with it.
10. Ultimately, we do not believe that the Council is getting best value for money from these arrangements.

Relevant PDS Panel

The 'call-in' request has been referred to Bath & North East Somerset Council's Corporate Panel to review the decision.

Call-in Meeting

At the Panel meeting on the 13th January 2020 the Panel will investigate and determine the matter. They will assess in detail the reasons for the Cabinet decision and consider the objections stated in the call-in notice via a range of information from Councillors, Officers and members of the public (further details below).

Objective

The objective of the Call-in review is to determine whether or not the resolution made by the Cabinet Members should:-

- Be referred back to the Cabinet for reconsideration [**'Uphold' the call-in**]
- Proceed as agreed by the Cabinet [**'Dismiss' the call-in**], or
- Be referred to Full Council to undertake the role of the Panel [*the ultimate decision would still remain with the Cabinet*].

Method

To achieve its objective, the Panel will investigate the original decision and the objections stated in the call-in notice. The Panel will hear statements from members of the public who have registered to speak about both the substance and processes behind the decision. Public statements will be limited to 3 minutes per speaker or any variation proposed by the Chair. It will also require attendance and/or written submissions from:-

- Representative Councillor(s): Cllr Colin Blackburn
- Lead Cabinet Member – Cllr Richard Samuel (Cabinet Member for Resources) and key service officers

Outputs

The Panel's view and supporting findings will be made publicly and will include:

- Minutes & papers from public Panel call-in meetings.
- A summary note will be provided, setting out the result of the call-in meeting

Constraints

The Panel will only address questions from the validated point within the call-in notice.

- **Timescales.** The Panel must hold its initial meeting within 14 working days of the call-in being verified to consider the call-in request. The Panel has a total of 21 working days to reach its decision.
 - Initial Public Meeting must be held by 14th January 2020 [14 working days from receipt of validated call-in request]
 - If meeting adjourned, second public meeting must be held by the 23rd January 2020 [21 working days from receipt of validated call-in request]
 - If referred directly to the Cabinet, a response must be received by the 27th January 2020 [10 working days from date of 1st meeting]
 - If adjourned and then referred to the Cabinet, a response must be received within 10 working days from date of 2nd meeting.
- **Resources.** The call-in process must be managed within the budget and resources available to the Panel.
- **Council Constitution.** Part 4E, Rule 13 requires that "*Where an Overview and Scrutiny Panel makes a recommendation that would involve the Council incurring*

additional expenditure (or reducing income) the Panel has a responsibility to consider and / or advise on how the Council should fund that item from within its existing resources". Section 3.1 of the cover report (formal agenda papers) provides further explanation.

BATH AND NORTH EAST SOMERSET

CORPORATE POLICY DEVELOPMENT AND SCRUTINY PANEL

Tuesday, 24th September, 2019

Present:- Councillors Paul Myers (Chair), Winston Duguid (Vice-Chair), Mark Elliott, Andrew Furse, Hal MacFie, Manda Rigby, Shaun Hughes and Karen Warrington

Cabinet Member for Resources: Councillor Richard Samuel

Also in attendance: Maria Lucas (Director of Legal and Democratic), Andy Rothery (Head of Management Accounts), Cherry Bennett (Director of Human Resources & Organisational Development) and Martin Shields (Corporate Director)

11 WELCOME AND INTRODUCTIONS

The Chairman welcomed everyone to the meeting and members of the Panel introduced themselves.

12 EMERGENCY EVACUATION PROCEDURE

The Chairman drew attention to the emergency evacuation procedure.

13 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Councillor Alastair Singleton had sent his apologies to the Panel.

14 DECLARATIONS OF INTEREST

There were none.

15 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

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

There were none.

17 MINUTES - 15TH JULY 2019

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

18 CABINET MEMBER UPDATE

The Cabinet Member for Resources, Councillor Richard Samuel addressed the Panel. He said that a number of the reports on the agenda relate to his current work stream, so he would speak prior to them being debated.

He stated that work was ongoing to include proposals from the election manifesto in the new Corporate Plan.

He said that the Council owns over 1,000 properties and that work in this area would be a major initiative for the Council in the coming years.

19 REVENUE AND CAPITAL BUDGET MONITORING, CASH LIMITS AND VIREMENTS - APRIL 2019 TO JULY 2019

Councillor Richard Samuel introduced this report to the Panel, reminding them that it had been subject to discussion at the Cabinet meeting held on 12th September 2019.

He said that the figures were not encouraging as significant pressure remains regarding Children's Services, in particular around Looked After Children and those with Special Educational Needs & Disabilities.

He informed the Panel that there was currently a £1m shortfall in income from the Commercial Estate due to a slowing down of high street retail income.

He stated that Community Services were £0.42m under budget due to a favourable variance from strong visitor performance in the first quarter of the year in the Roman Baths and that both admission and retail income performed above budget expectations.

He said that the capital budget is currently showing an expected under budget position of £30.5m mainly due to re-phasing of Bath Quays and ACL/ADL loan drawdowns into future financial years to reflect revised project spend profiles.

He added that flood defence work was ongoing at Bath Quays South and 50% complete. With regard to Bath Quays North he explained that land assembly was ongoing and encouraged members to find out more details about the project.

The Head of Management Accounts said that void rates within the Commercial Estate had decreased, but that a yield challenge still remained. He added that the current year-end forecast is an over budget position of £1.68m, which equates to 0.59% of gross budgeted spend (excluding Schools) and that mitigation is being assessed.

Councillor Winston Duguid said that he was concerned for the coming 2-4 years of the Council and asked if valuation of the Commercial Estate took place regularly.

Councillor Richard Samuel replied that the estate had been built up over many years and said that land owned by the Council could be more profitable for both the

community and the Council if planning consent were gained for specific projects. He added that he was willing to bring more information to the Panel on this matter.

The Chairman agreed that this could be considered as a future workplan item. He added that he was concerned about the health of the whole Council retail estate and asked if management of the estate had been addressed.

Councillor Samuel replied that this had not yet been addressed, but that there would be a budget line that states better utilisation of the Council's assets.

Councillor Hal Macfie commented that Keynsham Town Councillors have been discussing the Riverside development with officers in Property Services and asked if units were proving difficult to sell would a lower rate be considered.

Councillor Samuel replied that in principle this would be considered, but that there was not a clear policy on this currently. He gave an example of two empty units in Walcot Street that were unlettable due to persistent damp and an odd layout and that decisions on these and similar sites would need to be taken as whether to renovate fully or consider actions to lead to a short term use.

Councillor Karen Warrington said that she was concerned that if further voluntary redundancies took place it would lead to a loss of skills within the Council and asked that proper assessments and mitigation are carried out.

Councillor Samuel replied that he would hope to avoid further redundancies as much as possible as staff are the Council's most important resource. He added that Directors have until the end of the month to submit their forthcoming plans.

Councillor Andrew Furse raised an issue that he had recently been made aware of with regard to the Council Tax card payments system not working within the Keynsham One Stop Shop.

Councillor Samuel said that he would look into the matter.

The Panel **RESOLVED** to note the Revenue & Capital Budget Monitoring report.

20 MEDIUM TERM FINANCIAL STRATEGY & CORPORATE PLAN UPDATE

Councillor Richard Samuel introduced this report to the Panel. He said that one of the main tasks in the coming months was shaping our manifesto commitments into a new corporate plan for the Council and that work is underway to cost these commitments.

He stated that any help the Panel can provide as part of this process will be welcome.

He said that in terms of capital we need to ensure that the Council can afford to run the same level of capital programme as in the past. He explained that capital projects are funded either by use of external grant, receipts from asset sales, or by borrowing and that the latter has a direct implication for revenue spending.

He informed the Panel that a review of all current capital schemes will be carried out to assess their desirability and affordability, and prioritise those that meet our stated corporate priorities.

He stated that the 100% business rate retention scheme was set to continue instead of a proposed 75% retention scheme and that this would benefit the Council by £3.6m.

The Head of Management Accounts said that prudent projections have been made within the MTFs and that the majority of grant funding is only applicable to one year

Councillor Winston Duguid said that he could see that an emphasis had been made within the documents on savings, but said that he would like to see more detail on possible income streams. He asked if any thoughts had been given on a possible 'Tourist Tax', regulations relating to AirBnB or the Council's relationship with the universities.

Councillor Samuel replied that national legislation is required to introduce a 'Tourism Levy' and was aware that other Local Authorities across the country were considering this, in particular Edinburgh City Council. He added that the Government has currently ruled out such measures being introduced.

He said that the universities do contribute towards an annual clear up across the City, but of course there is the fact that the Council has an exemption scheme for students in relation to paying Council Tax.

Councillor Andrew Furse commented that it was important for the Council to have enough incoming funds to pay off capital. He said that the Council must be careful in terms of borrowing despite the current low interest rates. He added that he queried the re-phasing decision in relation to Bath Quays.

Councillor Samuel replied that the intention is to take a measured approach between borrowing in the current market climate and the utilisation of internal cash flow wherever possible. He acknowledged that income to the Council was not always sufficient.

The Chair stated that all members of the Council were accountable through the budget setting process and that public services need maintaining as well as providing residents and visitors with experiences across the authority.

Councillor Furse stated it was important for the Council to communicate its proposals and decisions with the public. He asked what impact the Joint Spatial Strategy will have on the MTFs.

The Head of Management Accounts replied that in terms of Council Tax it was complicated to model future years projections, however current performance on the collection fund is improving year on year in line with each year's budget projection. He added that there is a risk to the Council if the building of homes or development of businesses slows down and that these factors are closely monitored.

The Panel **RESOLVED** to note the Medium Term Financial Strategy & Corporate Plan Update.

21 PEOPLE STRATEGY

The Director of Human Resources & Organisational Development gave a presentation to the Panel to introduce this item, a summary is set out below.

Outcomes

- To feedback on the 2019 Workforce Planning discussions that took place across all service areas and to identify the key themes, opportunities and challenges this presents
- To introduce the People Strategy 2019-2023 and obtain feedback from Members and set out next steps

Workforce planning: What's happened so far?

- Scrutiny Panel in March 2018 supported approach to workforce planning aligned to organisational service plans
- Discussions with 26 Directors/Heads of Service and HR Business Partners between Jan and March 2019 (42 questions in 7 sections)

Workforce Planning discussions 2019

1. Recruitment and retention
2. Capacity and demand
3. Apprenticeships, Graduate Interns and Project Search
4. Career progression and development
5. Equality & Diversity
6. Health, Safety & Wellbeing
7. Service restructure & redesign

Apprenticeships, Graduate Interns and Project Search

- 92 apprentices
- Spending our apprenticeship levy
- Continuation with Project Search sponsorship and coaching
- 1st MBA cohort with Bath Spa Uni. Another about to start and one planned for February. LGV driver apprenticeship about to come online

People Strategy 2019 – 2023: Enabling our people to be their best

5 key priority areas linked to Corporate Priorities:

1. Attraction, retention and workforce planning
 - Establish employer brand
 - Modernisation of our recruitment processes

- Modernisation of our pay, grading and reward mechanisms
 - Employ more from local schools and colleges
2. Employee engagement and performance
- Ensure good quality performance development conversations take place on a regular basis and are measured
 - Listen to our staff on a more regular basis
 - Refresh staff worker challenge groups
3. Talent and development
- Enhance and embed the @mybest programme to create defined career pathways for all
 - Develop the succession plan for the organisation, identifying talent and creating opportunities internally where possible
4. Improving How We Work
- Recognise and design the differences required to deliver services in new and different models
 - Deliver the collaborative Improving How We Work Programme (including digital and flexible working programmes, corporate travel and future offices)
5. Health, Safety & Wellbeing
- Develop a mental health strategy and action plan
 - Wellbeing activities maximised
 - Risk assessment audit project about to launch

Next steps

- | | | |
|---|-------------|--------------------------------|
| • | September | Corporate Scrutiny |
| • | October | Cabinet decision |
| • | November | Launch |
| • | Jan onwards | People Strategy Steering Group |

Councillor Karen Warrington said that she liked the Strategy and found it easy to read. She asked if a skills gap analysis would be carried out should further voluntary redundancies be required. She also asked to see timescales included in the strategy.

The Director of Human Resources & Organisational Development replied that 50% of services across the Council have training plans in place and that further work regarding skills was planned.

Councillor Andrew Furse asked if other Local Authorities were ahead of B&NES in terms of a total reward approach for staff.

The Director of Human Resources & Organisational Development replied that she felt that staff do currently receive benefits in a number of areas from the Council, including being part of its defined benefit pension scheme and from flexible working. She added that future work would seek as to how the Council can package, explain and market their offer better to new employees.

Councillor Furse asked if local schools and colleges were already involved in the apprenticeship scheme.

The Director of Human Resources & Organisational Development replied that Bath College was our current main apprentice provider and there was further work to be done to engage local schools to help recruit to hard to fill roles (as well as apprenticeships).

The Chairman asked if staff appraisals were being carried out.

The Director of Human Resources & Organisational Development replied that they were in the form of Performance Development Conversations (PDC) but that there was no data available to confirm numbers, frequency or quality of the conversations.

Councillor Hal MacFie asked if the number of apprentices in the Council could be increased.

The Director of Human Resources & Organisational Development replied that there is an aspiration to do so and that discussions were ongoing.

The Chairman, on behalf of the Panel thanked her for the presentation and the work carried out so far on the Strategy. He said that he would like the Panel to monitor its progress.

22 COUNCIL COMPANY ACCOUNTS 2018/19

The Corporate Director introduced this report to the Panel. He informed them that Tim Richens (ADL) and David Haywood (Visit Bath) were present should they have any specific questions.

He explained that the draft ADL and ACL Accounts were approved by the company Board on 6th June 2019 and the Shadow Holding Company Board on 19th June 2019. He added that they have been subject to independent audit by the appointed auditors, Monahans, and their report is included in both sets of accounts. He stated that the Audited Accounts were then approved by the company AGM (with the Leader as Shareholder) on 12th July 2019.

He said that the Visit Bath 2018/19 final accounts were approved by the Board on the 9th September 2019 and that they have been subject to independent audit by the appointed auditors, Moore Stephens.

Councillor Andrew Furse noted the £53k improvement on the prior year's accounts for Visit Bath.

David Haywood said that he believed that figures will improve again this coming year. He thanked Simon Addison and Andy Rothery from the Council for their work. He acknowledged that a substantial amount of money was still owed to the Council, but there was a commitment to this being repaid.

The Panel **RESOLVED** to;

- (i) Note the ADL 2018/19 year end audited accounts
- (ii) Note the ACL 2018/19 year end audited accounts
- (iii) Note the Visit Bath 2018/19 year end audited accounts

23 PROTOCOL ON COUNCIL COMPANY GOVERNANCE

The Corporate Director introduced this report to the Panel. He explained that they were receiving the report ahead of the Council meeting on 10th October.

He said that he was Chair of the current working group that had revised the arrangements that are being proposed.

He informed the Panel it is proposed that the current role of the Shadow Holding company is overseen by a client group consisting of Council officers closely connected with the subject matter of the type of trading the company intends to conduct. He added that the proposed new Shareholder Group would incorporate enhanced scrutiny arrangements by Group Leaders.

The Chair said that he welcomed the proposals as the structure will deliver additional scrutiny. He added that confidentiality is a key issue on these matters and the message must be clear to all those involved.

The Director for Legal & Democratic Services highlighted the following wording from the Terms of Reference.

The Cabinet will make decisions concerning companies in which the Council is or is proposed to become a shareholder. Information provided is commercially confidential to the Council companies and must be held in Strict Confidence and must not be divulged by the members in receipt of it save for the purpose for which it is disclosed.

The Panel **RESOLVED** to note the proposed amendments to the Protocol.

24 PANEL WORKPLAN

The Chair introduced this item. He reiterated his suggestion for the Panel to hold a workshop during October to discuss future work areas.

Councillor Karen Warrington proposed the following subjects for the workshop; Climate Change, Service Delivery, Property, People Strategy and Rates retention.

The Chair said that he would like consultations to be discussed so that they are timely and for Councillors and the public to be made aware of them.

Councillor Andrew Furse said it was also important to engage with Council staff and act upon issues they raise.

The Chair thanked members for their comments.

The meeting ended at 6.00 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

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Bath & North East Somerset Council		
MEETING/DECISION MAKER:	Corporate Policy Development & Scrutiny Panel	
MEETING/DECISION DATE:	13th January 2020	EXECUTIVE FORWARD PLAN REFERENCE:
TITLE:	Background briefing: contacting the Council	
WARD:	All	
AN OPEN PUBLIC ITEM		
List of attachments to this report: Appendix 1 contact data		

1 THE ISSUE

1.1 A briefing was requested on the resident/customer experience of contacting the council.

2 THE REPORT

2.1 There are many ways for residents and customers to contact the council from online channels, social media and telephone or in person. The medium of choice used by an individual is often related to the vulnerability of the customer themselves or the nature of the service in question and the level of complexity or sensitivity of the subject.

2.2 Most contacts received by the council are by telephone and email direct to the individual service areas that provide the services i.e. Adult and Children’s services, Planning, Parking, Council Tax, Benefits and Business Rates etc. Almost 5 million calls are made per year including external into the council and within the council.

2.3 Face to face appointments would be made for specialist services with the service area responsible for that service when appropriate.

2.4 General advice and information about a wide range of Council and partner services is also available face to face at local council offices in Bath (at the Guildhall for registrars and electoral services, Bath One Stop Shop and Bath Library for other general information) and the Library and Information Services in Keynsham and Midsomer Norton.

2.5 Several transactional services like making a payment, applying for a job or school place, booking a service or reporting and giving feedback on services can be accessed online 24/7 from the website.

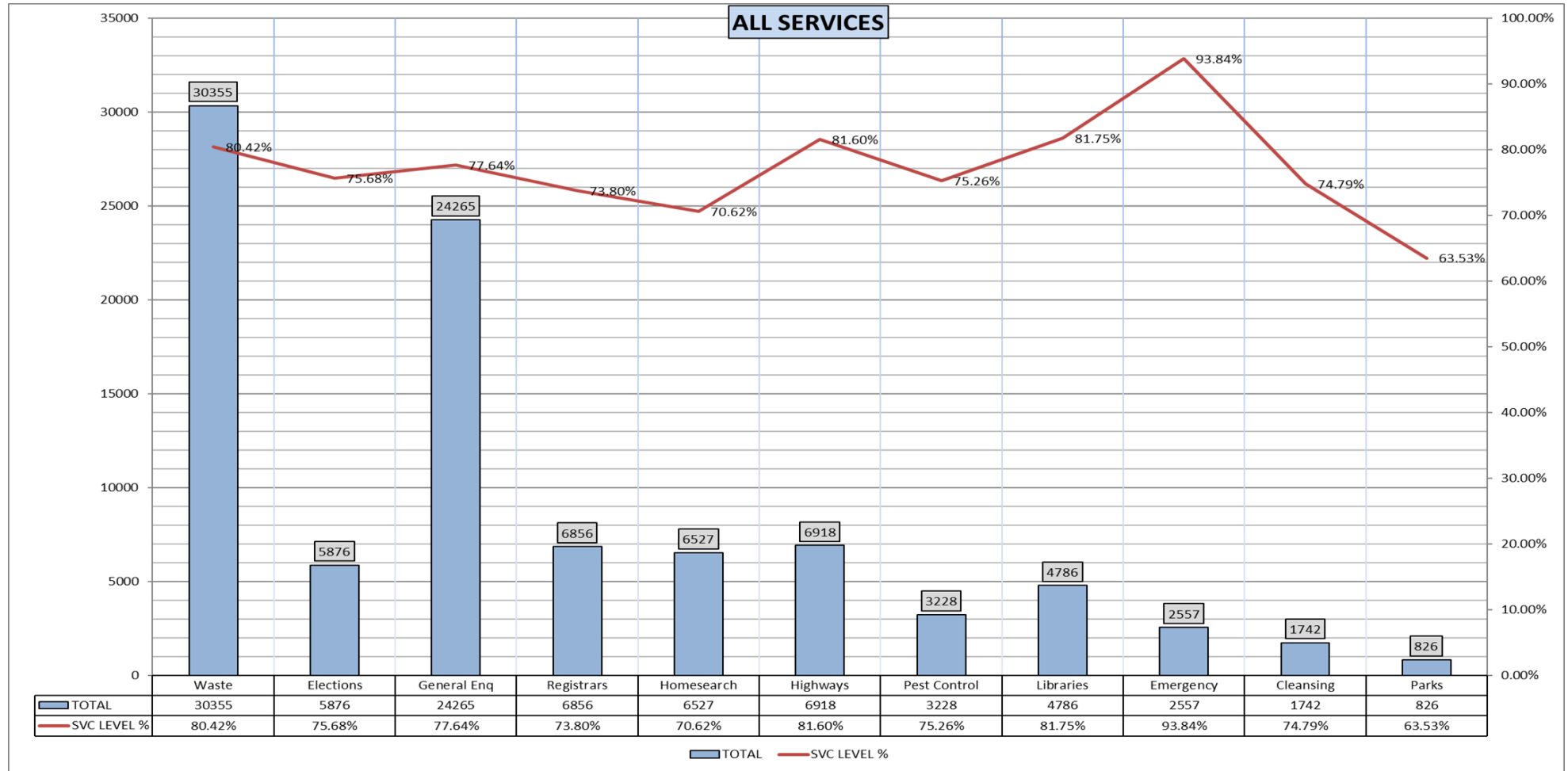
- 2.6 There is also a corporate Contact Centre which offers mediated support for Waste, Cleansing, Parks, Highways, Pest Control, Libraries, Elections, Registrars, Homesearch and general enquiries which is called Council Connect. There is separate number for the Switchboard service which is handled by the same team. Together these calls represent only 5.5% of the total calls received.
- 2.7 The contact centre generally uses the same system customers and residents would use online, as this is the most effective and efficient way of getting the information direct to the service areas for action but for some services, they also have direct access to the service system to handle the customer enquiry during the call. The operators respond directly to enquiries, take payments or make bookings and order items for customers or sign post them directly to services or partners for further relevant information or services for more detail.
- 2.8 The contact centre monitors the number, types and nature of the contacts received, the time it takes to respond down to a level of individual operator. Issues reported to the contact centre are recorded on the Fix My Street system and are monitored and measured monthly by both the services providing the issue resolution and the customer service management team to ensure there is an efficient delivery of service from both parties. Joint meetings happen with the service area and council connect management at least quarterly.
- 2.9 The response times/service delivery times vary depending on the service area and nature of that service delivery e.g. a pot hole will be different to a replacement green box request due to the multiple activities needed from assessment to job allocation.
- 2.10 For a service not on Fix My Street the contact centre use Multi-Forms to log requests for partners that either aren't on our phone system or for teams they don't usually take queries for and raise jobs, providing reference numbers and capturing the relevant information that the service area needs to act on the job.- it is compliant with GDPR and also provides the customer with confirmation of the contact with a unique reference number automatically by email that can be quoted if they need to call back to chase their enquiry.
- 2.11 Contacts made direct to other service areas are not consistently or corporately measured or monitored due to the variances in systems and methodologies used. The reporting mechanisms will be appropriate to local and national reporting requirements

Contact person	Tracey Long Head of Digital and Customer Service Transformation – 01225 396160
Background papers	Contact Centre call volumes, email and twitter feeds 2018-2019 Fix My Street reports 2018-2019
Please contact the report author if you need to access this report in an alternative format	

Appendix 1

Calls answered and Service Levels to Council Connect November 2018 - October 2019
 Total calls taken in this period 93,936 with average service level of 77.17%

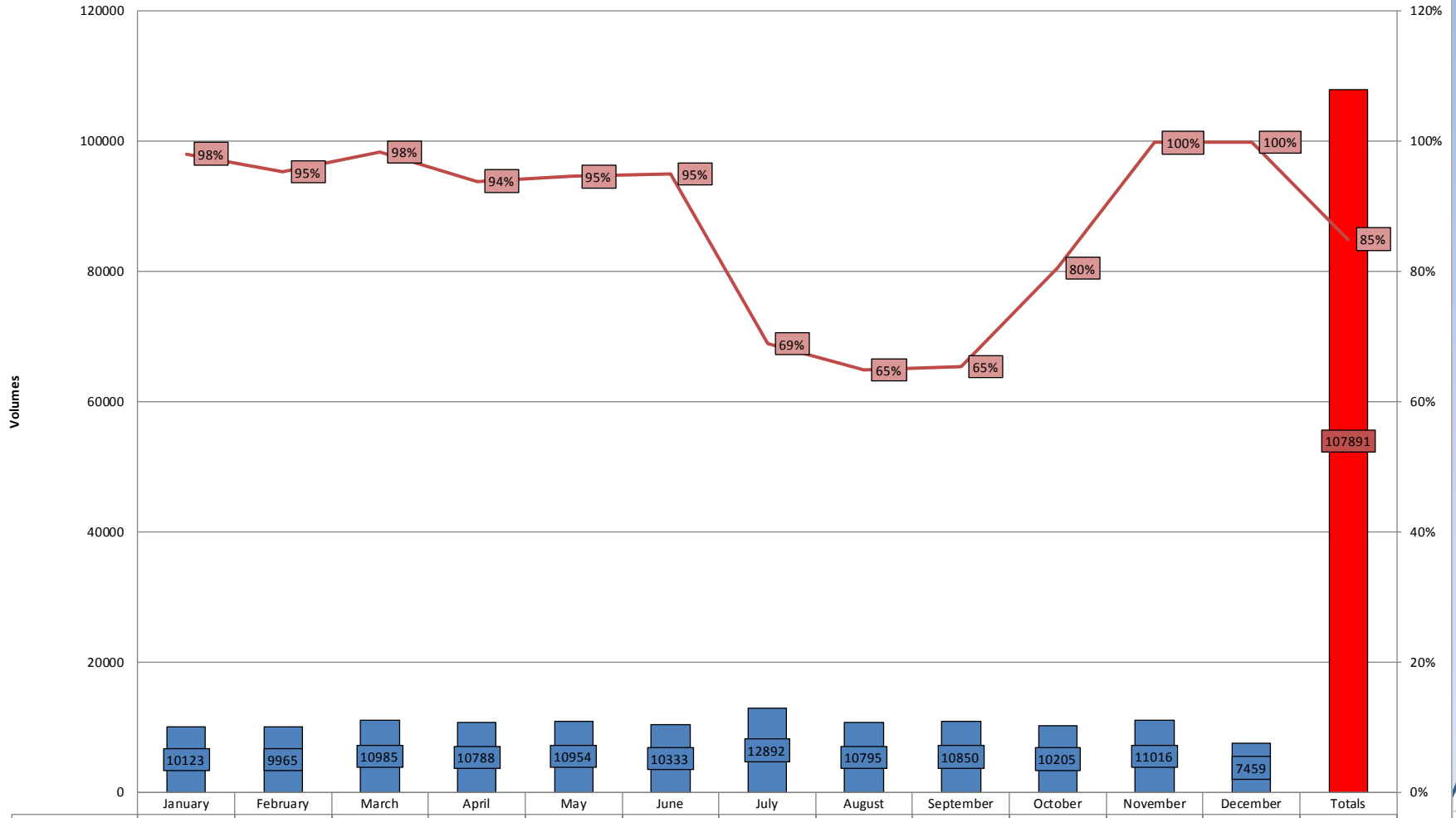
Page 45



Total Switchboard calls answered in this period 107,891 with average service level of 85%

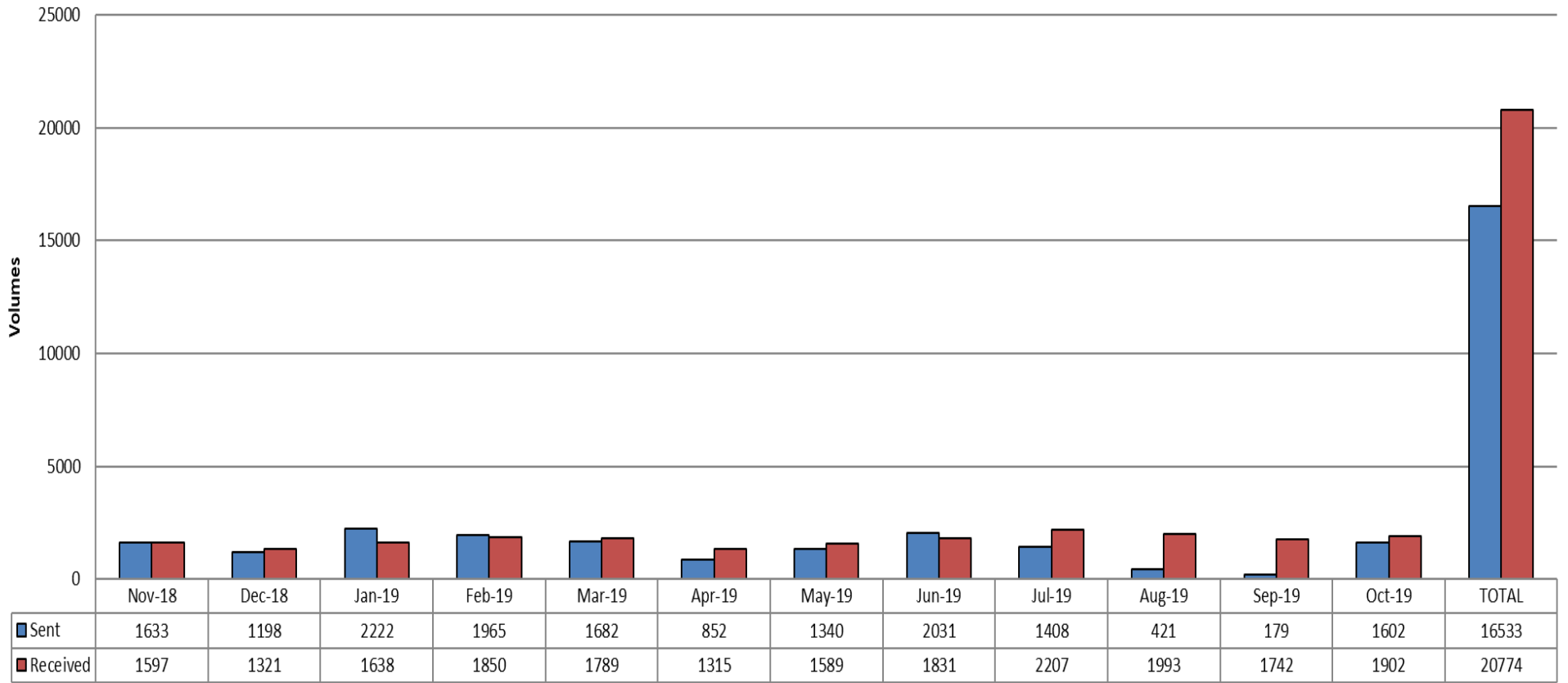
Call Volumes and Service Levels for Switchboard November 2018- October 2019

Switchboard calls November 18- October 19



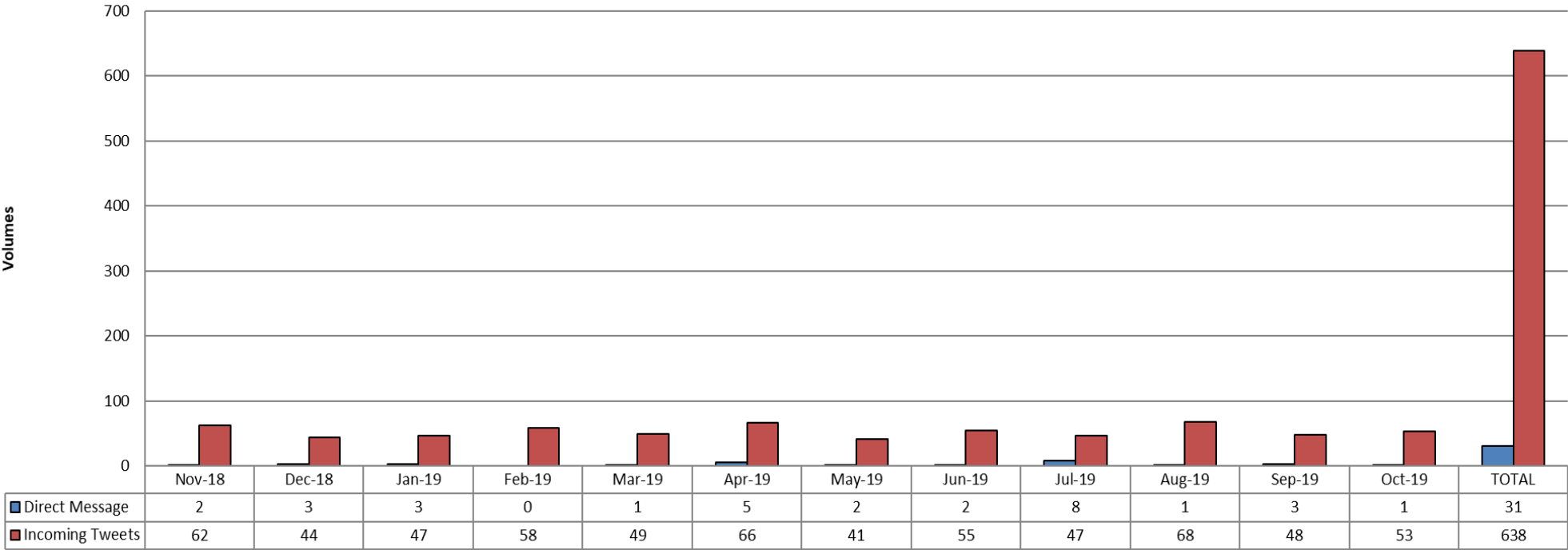
Total council connect emails in this period 20,774 received (this includes Spam) and 16,533 sent

Emails - Extrapolated from the email Archives

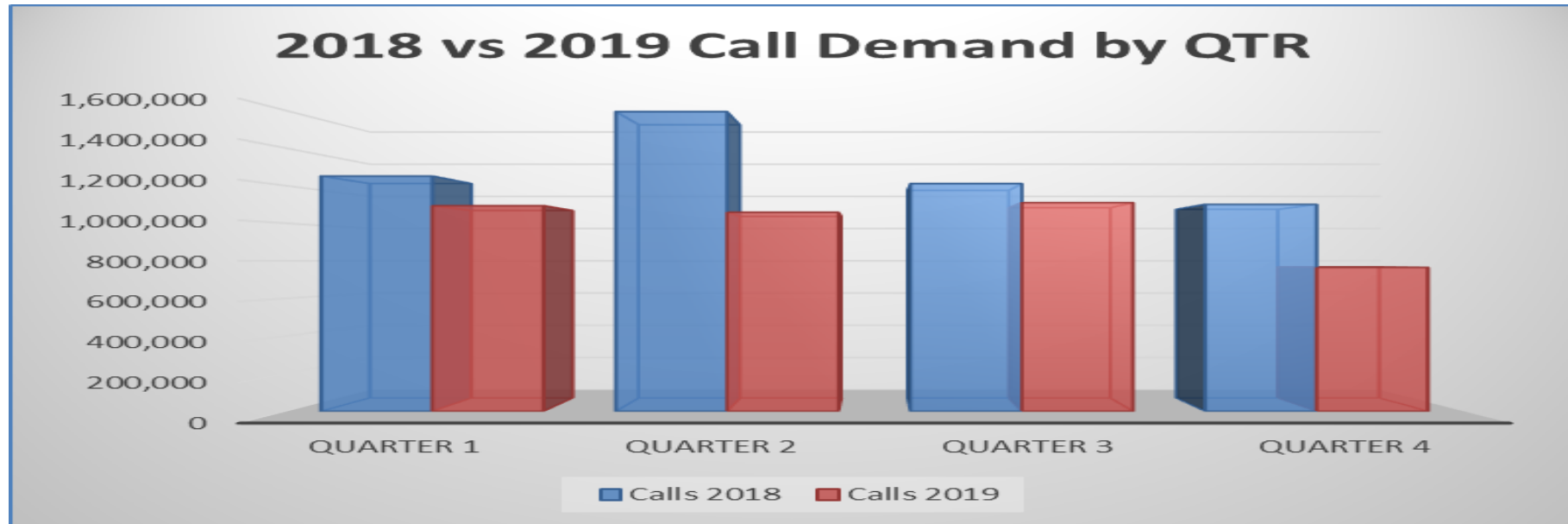


Council Connect direct Twitter Feed

Twitter - Extrapolated from the Crowdcontrol Analytics



Total calls received into the council



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Date	Calls 2018	Calls 2019	Percentage Variance
Quarter 1	1,250,399	1,092,968	-13%
Quarter 2	1,593,127	1,058,151	-34%
Quarter 3	1,210,384	1,109,329	-8%
Quarter 4	1,099,775	764,905	

Total to date	5,153,685	4,025,353	
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** 2019 QTR4 Excludes December figures*

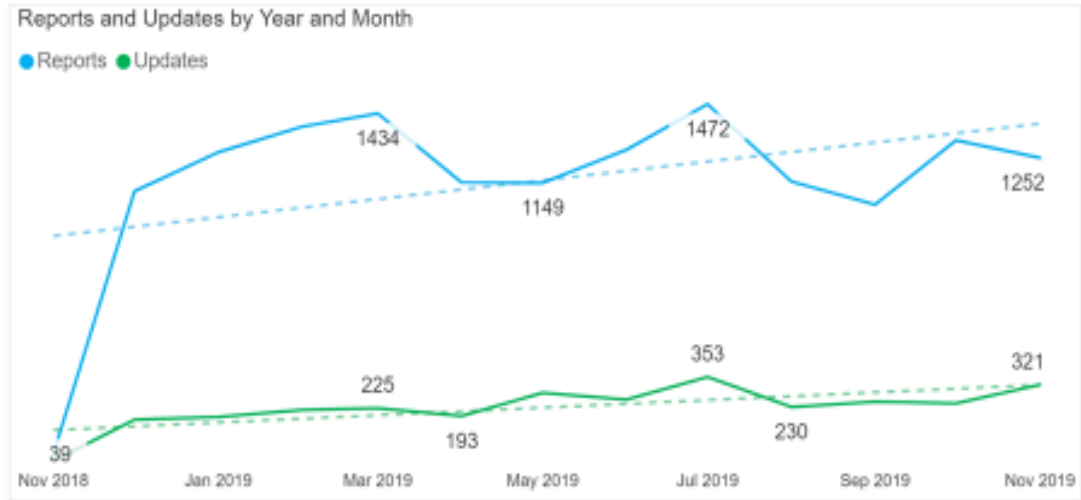
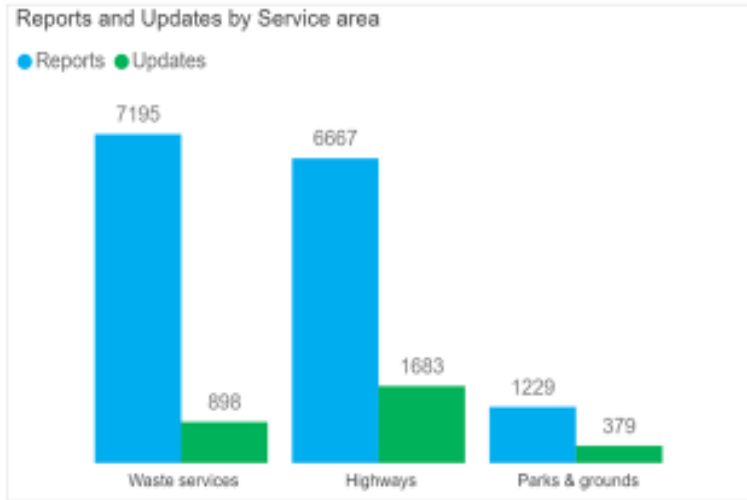
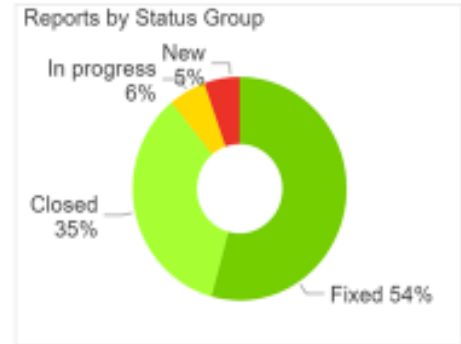
Menu **Summary** Highlight data for all reports and updates
Click on the graphs to filter the data being displayed

Select a ward: All | Select a service area: All | Select a date range: 30/11/2018 - 30/11/2019

Page Guide

Reports - an issue report created by, or on behalf of, a citizen

Updates - an update to an issue report by, or on behalf of, a citizen



Page Guide

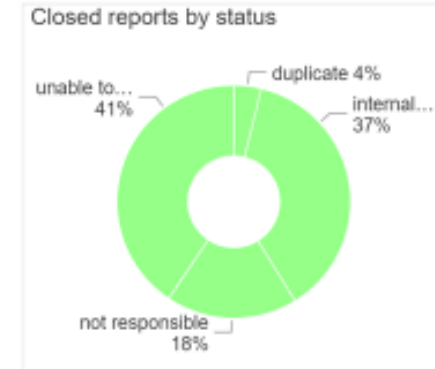
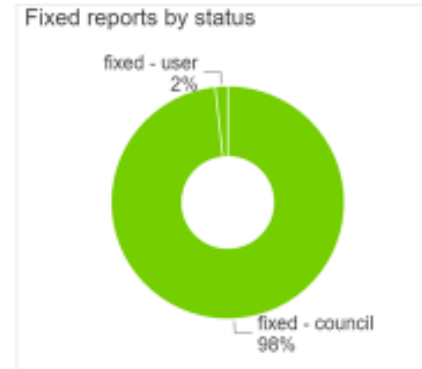
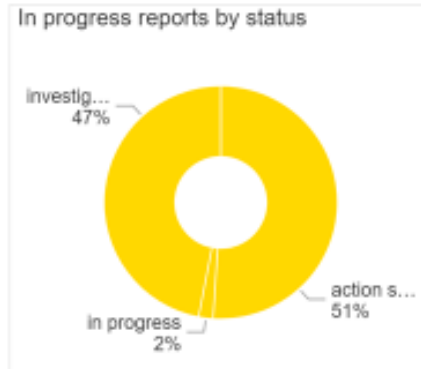
Fixed - an issue that has been dealt with and the problem resolved.

Closed - an issue that has been reviewed and closed.

-- **Internal Referral** - passed to another team or contractor and will not be updated again.

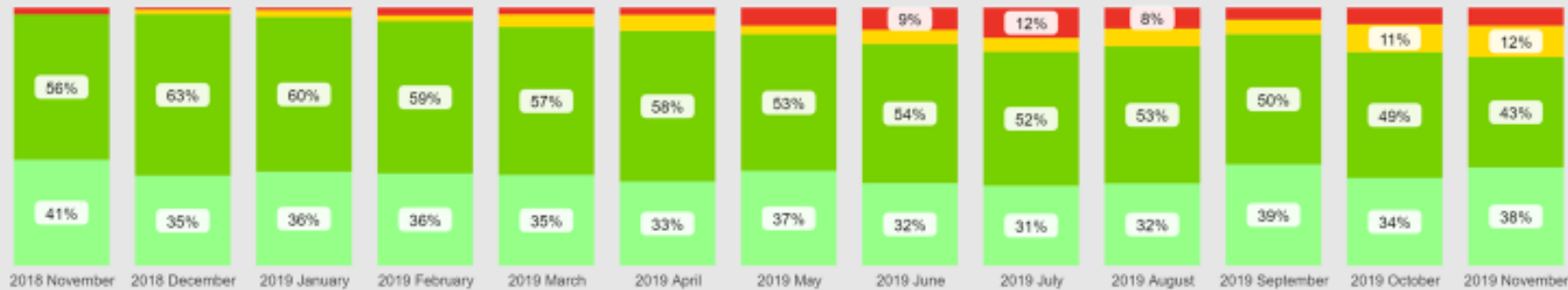
-- **Not responsible** - another organisation is responsible for this issue.

-- **Unable to fix** - The issue is un-resolvable or not a valid issue.



Reports by Year, Month and Status Group

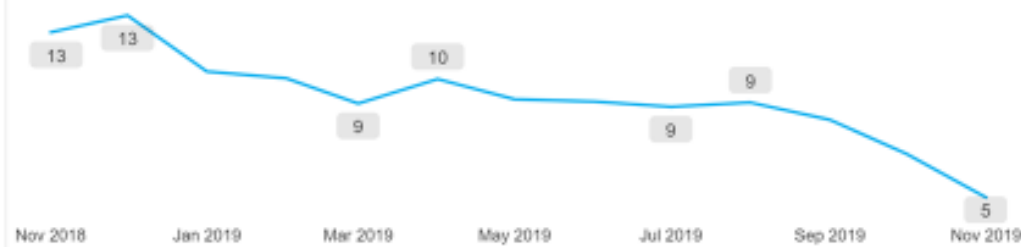
Status Group: Closed (light green), Fixed (medium green), In progress (yellow), New (red)



Page Guide

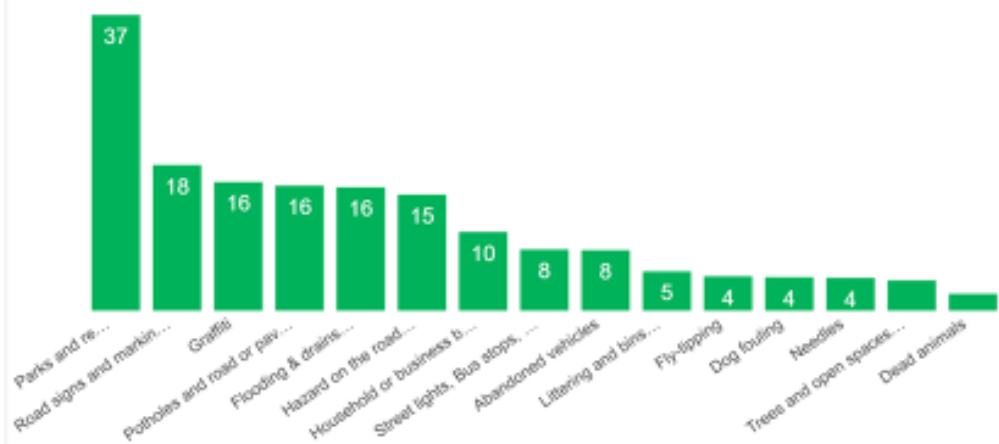
SLA - a measure of the time taken to resolve an issue, agreed by the Service area and published.

Average days to resolve by Year and Month



Category	SLA (days)	Avg. days to resolve	Longest to resolve (days)
Abandoned vehicles	28	7.62	70
Allotment issue		83.82	251
Blocked drain		16.06	205
Bus stop/shelter issue		27.83	194
Business bins left out		4.54	70
Damage to bins, benches, and infrastructure		9.90	124
Damage to pavement		18.11	364
Damage to road		14.60	286
Damaged bollard or post		18.57	153
Damaged Railing, manhole, or drain cover		8.97	253
Damaged road sign		18.08	234
Damaged street nameplate		34.90	360
Dead animals	4	2.12	16
Dog fouling	5	4.21	53
Excessive or dangerous littering	10	6.82	226
Total		9.38	364

Average days to resolve by Category group



Online vs. Mediated

Report and update volumes by access type

Click on the graphs to filter the data being displayed

Select a ward

All

Select a service area

All

Select a date range

30/11/2018

30/11/2019

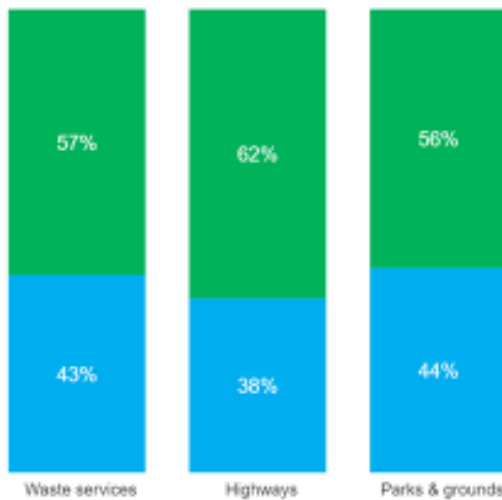
Page Guide

Online - an issue reported by a user online, via fix.bathnes.gov.uk, fixmystreet.co.uk, iOS apps, or Android apps.

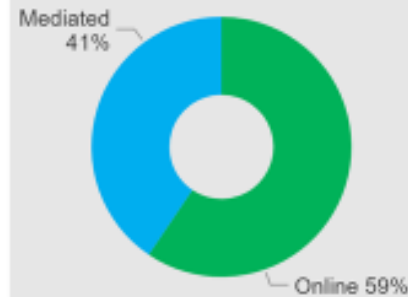
Mediated - an issue reported on behalf of a user by a B&NES officer in Council Connect or a One Stop Shop.

Reports by Service area and Access type

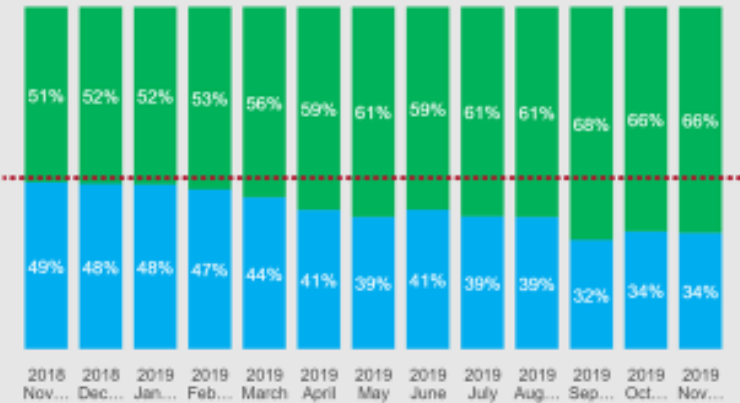
Access type ● Mediated ● Online



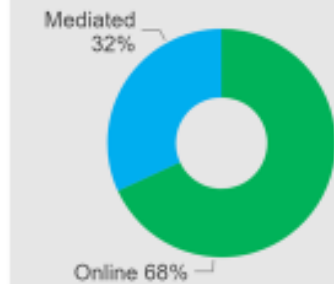
Reports by Access type



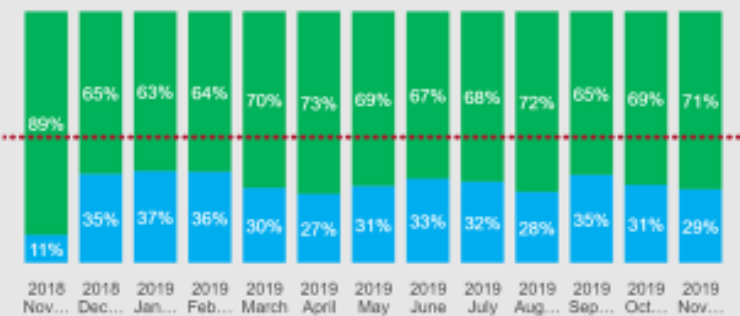
Reports by Year, Month and Access type



Updates by Access type



Updates by Year, Month and Access type



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Bath & North East Somerset Council	
MEETING:	Corporate Policy Development & Scrutiny Panel
MEETING:	13th January 2020
TITLE:	Draft B&NES Corporate Strategy 2020-2024
WARD:	All
AN OPEN PUBLIC ITEM	
List of attachments to this report:	
Appendix One – Draft B&NES Corporate Strategy 2020-2024	

1 THE ISSUE

- 1.1 This report sets out the current position on the Council’s draft Corporate Strategy to the Panel for consideration and feedback.

2 RECOMMENDATION

The Panel is asked to;

- 2.1 Identify any areas of specific feedback that the panel wishes to highlight relating to the draft Corporate Strategy set out in Appendix One; and
- 2.2 Note the next steps for the Corporate Strategy

3 THE REPORT

Background and engagement to date

- 3.1 The Corporate Strategy is the council’s overarching strategic planning document. It sets out the council’s core purpose, policy focus and key commitments as well as describing the organisation’s approach to monitoring performance and managing its budget.
- 3.2 A range of initial engagements were carried out to inform the development of the draft Corporate Strategy, including presentations to Area Forums and to the Independent Equality Advisory Group. The strategy is built around the emerging themes reported previously to this Panel.
- 3.3 The current draft Corporate Strategy was outlined at two public events held in December 2019. Feedback gathered from these events will be fed into the process of developing the final strategy.
- 3.4 The draft Corporate Strategy is currently subject to an online consultation period which began on 20th December 2019 and runs until 24th January 2020. This is designed to collect comments from residents and interested stakeholders. Each

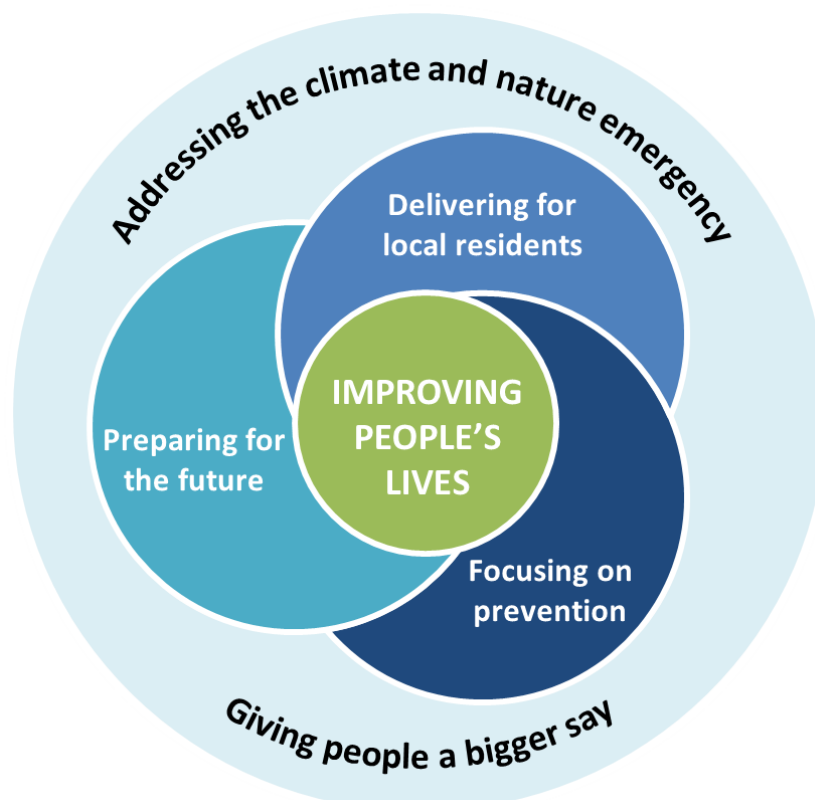
PDS Panel will also be engaged during January and asked to provide feedback on the draft Corporate Strategy within their panel remits. Further engagement will also take place through the Area Forums in January and early February.

- 3.5 A summary of the feedback collected during this period, including from the three Policy Development and Scrutiny Panel meetings in January, will be presented to Cabinet for consideration alongside the draft Corporate Strategy at its 13th February 2020 meeting.

The new Corporate Strategy Framework

- 3.6 The draft Corporate Strategy proposes a new framework for what the council will focus on and how it will work:

- (1) We have *one* overriding purpose – to improve people’s lives. This brings together everything we do, from cleaning the streets to caring for our older people. It is the foundation for our strategy, and we will ensure that it drives our commitments, spending and service delivery.
- (2) We have *two* core policies – tackling the climate and nature emergency and giving people a bigger say. These will shape our work.
- (3) To translate our purpose into commitments, we have identified *three* principles. We want to prepare for the future, deliver for local residents and focus on prevention



- 3.7 The strategy does not include the detail of everything the council must do. However, the commitments in this strategy will guide the council and they represent the step changes that local residents in B&NES will experience. Appendix One sets out the draft strategy in full.

- 3.8 Flowing from this and underpinning the delivery of the strategy, an annual delivery programme will set out how precisely the council plans to meet its commitments. This will be made available online and the council will have a clear process for reporting on progress, ensuring that it is transparent and accountable.
- 3.9 The Policy Development and Scrutiny Panels will have a key role in monitoring the delivery programme as well as carrying out their policy development role as the strategy is implemented.

Next steps

- 3.10 Cabinet will consider the feedback received during December and January and a final draft Corporate Strategy will be presented for consideration and agreement at Cabinet and Council in February 2020. The table below sets out the next steps:

January	<ul style="list-style-type: none"> • 20th December – 24th January: Draft Corporate Strategy published online with a request for comments and feedback • Various: Further engagement carried out through Policy Development and Scrutiny Panels, Area Forums and the Independent Equality Advisory Group in order to collect feedback on the draft Corporate Strategy
February	<ul style="list-style-type: none"> • 3rd February: Corporate Policy Development and Scrutiny Panel report on draft budget proposals • 13th February: Cabinet meeting on Corporate Strategy and Budget • 25th February: Council meeting on Corporate Strategy and Budget

4 STATUTORY CONSIDERATIONS

- 4.1 The Corporate Strategy is the Council's overarching strategic plan and forms a key part of the Policy and Budget Framework in the council's constitution. It is an essential communication tool and provides a clear framework for officers and members to work within. It outlines the key priorities of the council and helps to guide activity and decision making.

5 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 5.1 The Corporate Strategy outlines the council's key priorities over the next 4 years. This forms a key consideration in the allocation of council resources as part of the annual budget setting process and development of its Medium-Term Financial Strategy.
- 5.2 More detailed information on the council's specific budget proposals will be presented to the Corporate PDS Panel at its meeting on 3rd February 2020.

6 RISK MANAGEMENT

- 6.1 A risk assessment related to the issue and recommendations will be undertaken, in compliance with the council's decision-making risk management guidance.

7 CLIMATE CHANGE

7.1 The draft Corporate Strategy establishes the climate and nature emergency as a core policy driver for the council – shaping everything the council do and how it delivers its services going forward. It is also reflected within the key commitments set out in the strategy. A report on the draft Corporate Strategy will be presented to the Climate Emergency and Sustainability PDS Panel on January 20th.

8 OTHER OPTIONS CONSIDERED

8.1 None

9 CONSULTATION

9.1 The Leader and Cabinet Member for Resources have been consulted on the drafting of this report as well as the S151 Officer and Monitoring Officer.

9.2 As set out in this report, a range of engagement has been carried during the development of the draft Corporate Strategy. A report summarising the feedback gathered during this engagement will be presented to Cabinet in February 2020.

Contact person	Andy Thomas, Head of Strategy Engagement & Marketing, (01225 394322)
Background papers	Presentations to December budget events
Please contact the report author if you need to access this report in an alternative format	

Bath and North East Somerset Council Corporate Strategy

2020-2024

DRAFT FOR COMMENTS

Structure of the document:

1. Welcome and Foreword (Leader and Chief Executive)
2. Context and Challenges
3. Our Framework
4. Our Core Policies
5. Our Principles and Commitments
6. Delivering the Strategy

Appendix – Community Engagement Charter

WELCOME FROM THE LEADER OF THE COUNCIL

The council exists for a clear purpose - to improve people's lives. Our new administration was elected in May 2019 on a bold and ambitious manifesto of change to make this a reality.

This strategy sets out how we will deliver these commitments.

We are passionate about Bath and North East Somerset. We are proud of our diverse and vibrant communities, our strong economy, our heritage, our beautiful surroundings and the people who live and work here.

There are some big challenges. We are committed to addressing the climate and nature emergency and to playing our part in the urgent action needed for this. We want to work with local people to make it easier to travel around sustainably, to build more affordable homes, to support the local economy and to secure better ways of meeting the needs of our most vulnerable.

We will work with local communities so they can have a greater say and take more responsibility for what goes on in their areas and address the issues that are most important to them. We want to listen to the views of our residents and partners and ensure that the council is operating transparently.

Achieving this will not be easy. The council faces unprecedented financial pressures. We must prioritise what we spend and be clear about what we are here to deliver. This strategy sets out this new direction.

We recognise that the council cannot do it alone. We need to continue to build strong working relationships with local communities and our partners. We also need to support our local citizens so that they can live independently and feel connected locally.

We want to get things done quickly but we also need to plan ahead. We have made a strong start and I welcome you holding us to account.

I look forward to working with you and our communities over the coming years.

Cllr Dine Romero

Leader of Bath and North East Somerset Council

FOREWORD – CHIEF EXECUTIVE

My job as Chief Executive is to ensure everyone who delivers services for the benefit of Bath and North East Somerset's residents- whether that's in social care, refuse collection or highways- work together to improve people's lives.

This corporate strategy is all about achieving this. It sets out what we plan to do, how we plan to do it, and how we will measure our performance. It will guide us as we take decisions and help us become more accountable to the communities we serve.

The council has a strong record of delivering good quality services to local people and has much to be proud of. I want us to build on these foundations and challenge ourselves to be even better. The commitments we are making to achieve this are set out in these pages.

You will also see changes in how the council works. For many of our services, we will increasingly be using new technology, including online tools so that residents can self-serve. This will free us up so we can focus our help on those who need it the most. We will also seek your views to help us shape our decisions and policies.

We recognise also that we will need to work closely with our partners on the key challenges facing the area, such as the climate and nature emergency, and ensuring our residents- particularly young people- have access to the education and skills they need to thrive.

I look forward to ensuring the council plays an active, positive and influential role in shaping our area.

Will Godfrey
Chief Executive

CONTEXT AND CHALLENGES

About our area

Bath and North East Somerset is thriving and diverse, with many needs, strengths, resources and assets.

As well as being our main commercial and recreational centre, the World Heritage City of Bath is an international tourist and heritage destination that provides a spectacular setting for world-class arts, culture and leisure facilities. Our market towns of Keynsham, Midsomer Norton and Radstock combine with rural communities ranging from the foothills of the Mendips, to the Chew Valley in the west and Cotswold villages around Bath.

- **Two thirds** of the area lies in Green Belt. We have **2** areas of Outstanding Natural Beauty, **37** Conservation Areas and **6,408** Listed Buildings
- Home to over **192,000** people, we expect our population to rise to **199,000 by 2037**. The most significant increases will be amongst older people, with a **124%** increase in those aged 85 and over
- Between 2001 and 2017, the growth in the 20-24 age range accounted for nearly 50% of the area's population growth, highlighting the area's **student population**

About the council

The council has an important role in shaping the future of our area. Despite reductions in funding in recent years, we have access to skills and resources that can improve people's lives and meet our key challenges. The council provides and commissions hundreds of services to local residents. For example, in 2017/18 we:

- Issued **326,000 library items**
- Prepared **1,185** Educational Health Care Plans for children with special educational needs and disabilities
- Supported **1,551** vulnerable adults to live independently in their own homes
- Secured residential care for **1,000** people
- Considered over **1,1000** licensing and **3,000** planning applications
- Provided services supporting **521** people with learning difficulties, **348** people with mental health issues and **1,318** people with physical support
- Maintained **1250 km** of highways and **16,000** street lights

Our key challenges

- **Tackling the climate and nature emergency.** In March 2019 the council resolved to declare a Climate Emergency. This was in response to the latest science from the Intergovernmental Panel on Climate Change and clear demands from our community.

The council pledged to provide the leadership to enable B&NES to become carbon neutral by 2030 and make the council itself carbon neutral by the same date. This will have a significant impact on everything we do as an organisation and requires a step change across the public, private and community sectors in our area.

- **Inequalities in life experience.** Despite our area being one of the least deprived authorities in the country, there are significant inequality gaps in education, employment and health outcomes for local residents. Life expectancy for men varies by up to 8 years between those living in our least and most deprived areas.

Our more disadvantaged pupils often achieve lower qualifications and fewer go on to sustain education, employment or training after reaching 18. We need to do more to address inequalities in the educational attainment of our young people.

- **Budget pressures in delivering our statutory social care duties to support vulnerable residents.** Over 80% of our funding now goes into health, social care and children's services. Our older residents are living longer with complex and combined health conditions which are costly. The number of looked after children has also risen by 40% in the past 5 years. Supporting the 21 children with the most complex needs cost over £3m in 2018-19.

We must be as efficient and effective as possible in delivering these services. This requires some hard decisions about where our money is best spent. We also need to think about how we can help our residents to live well so that we can deliver services into the future.

- **Working better with our local communities.** Our local communities have significant strengths and resources. This includes skills, knowledge and links which support a wide range of groups and networks. Our residents have an important contribution to make to meeting our key challenges, whether being a good neighbour, making healthy choices, or volunteering in a community project.

We need to listen to local people about what is working well in their area and develop solutions which work for them, rather than imposing an approach from above. The council can also help local communities by using the skills and experience of our employees, as well as our buildings and other facilities.

OUR FRAMEWORK

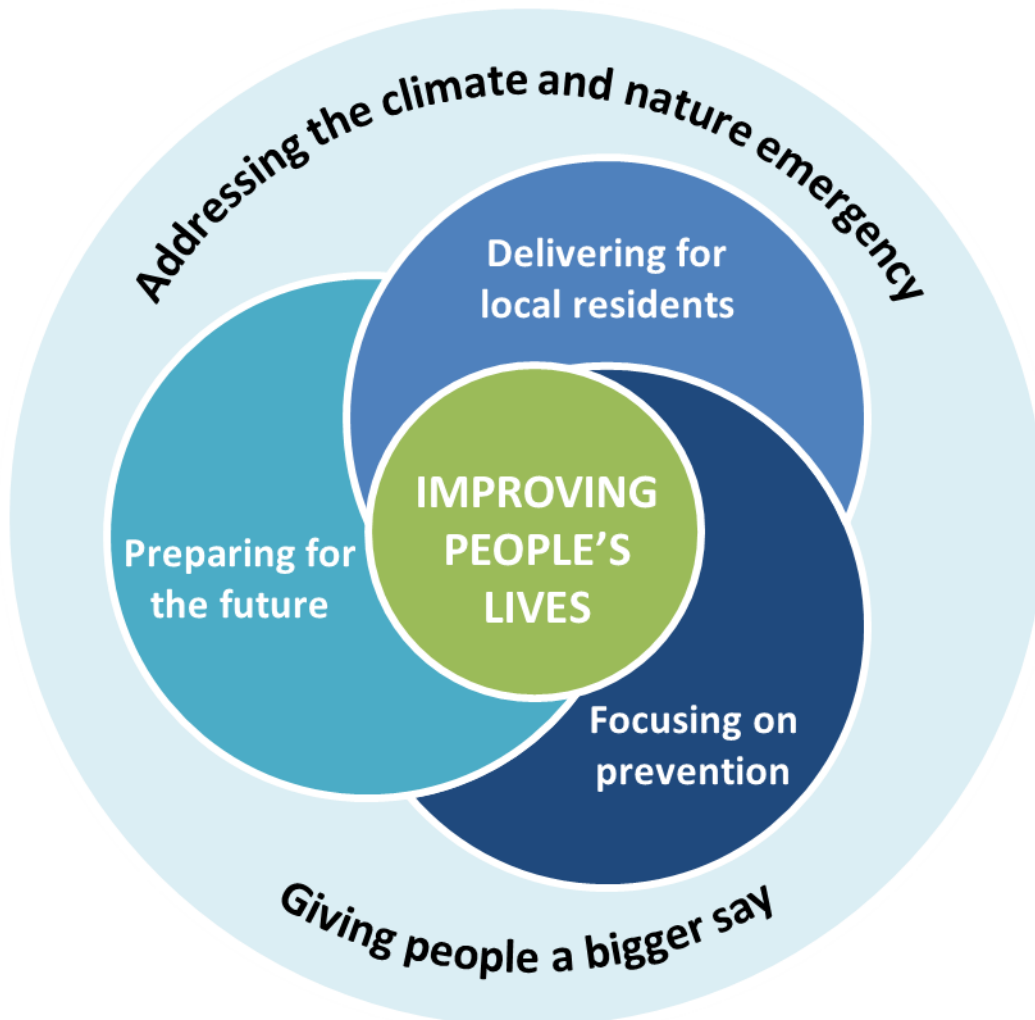
ONE: We have **one** overriding purpose – to improve people’s lives.

This might sound simple but it brings together everything we do, from cleaning the streets to caring for our older people. It is the foundation for our strategy and we will ensure that it drives our commitments, spending and service delivery.

TWO: We have **two** core policies – **tackling the climate and nature emergency and giving people a bigger say**. These will shape **everything** we do.

THREE: To translate our purpose into commitments, we have identified **three** principles. We want to **prepare for the future, deliver for local residents and focus on prevention**.

This is all set out clearly in the diagram below:



This is the “golden thread” which drives what we do. Our strategy has been developed alongside our Medium Term Financial Strategy and our People Strategy. This will ensure that setting budgets and managing our people - our most valuable resource - are guided by the council’s priorities. It also means that our commitments are realistic and achievable.

OUR CORE POLICIES

Being clear about **how** we will do things is just as important as what we will be doing. Our two core policies which shape everything we do are identified below.



Core Policy: Addressing the climate and nature emergency

Climate change impacts on the current and future wellbeing of local resident, so we need to take urgent action. In 2019, we declared a climate emergency across Bath & North East Somerset. This means change for us all and the council is committed to playing its part. Our Keynsham Civic Centre had the largest solar panel array on a new public building in the country when it was built. We have introduced LED street lighting. Our Energy at Home scheme retrofitted 300 homes and our Plastics Pledge involves local businesses and communities. To build on this we have identified three priority areas for action:

- Energy efficiency improvements to existing buildings and zero carbon for new build
- A major shift to mass transport, walking and cycling to reduce transport emissions
- A rapid and large-scale increase in local renewable energy generation

These have been built into our strategy and are reflected in our key commitments. Our work to address the climate and nature emergency delivers other important benefits - for example, insulating homes both improves public health and creates good local jobs.

We will provide the leadership to help this happen. We will also press for the powers and resources needed from central government. 'Business as usual' is not an option and we need to work together across the public, private and community sectors as well as with our residents to develop solutions together.

Our Climate Emergency webpages have the latest information on our plans and what you can do to help. <https://www.bathnes.gov.uk/climate-emergency>



Core Policy: Giving people a bigger say

Local residents should have a powerful voice in how their services are designed, funded and run. There is more we can do to be transparent and collaborative in the way that we work. We want to make sure we are involving local people, parish councils and others in our decision-making. We need to listen to all our communities, including our younger residents, about the issues that affect their future.

We know that some things are working well already. This includes our Parish Charter and our Area Forums, where public services and local communities meet and talk together.

Our new Community Engagement Charter (in Appendix One) sets out how we will engage and consult with residents in the future, involving them in a clear and meaningful way in council priorities and decision making.

Our [Have Your Say](#) webpages tell you more.

OUR PRINCIPLES AND COMMITMENTS

Three principles drive the commitments in our strategy. These are all set out below.

PRINCIPLE	Preparing for the future	Delivering for local residents	Focusing on prevention
<p>AT-A-GLANCE GUIDE TO COMMITMENTS</p> <p>(More information in each section)</p>	<ul style="list-style-type: none"> • local renewable energy • high-skill economy • new technologies • green local economy • walking, micro mobility (cycling), car-sharing, buses, and rail • carbon neutral development and energy efficiency retrofitting • natural environment carbon stores (e.g. planting more trees) 	<ul style="list-style-type: none"> • carbon-neutral, social and affordable housing • energy efficient homes • significant improvement of the transport infrastructure • low traffic neighbourhoods • effective approach to fly-tipping and litter enforcement • Citizens' Juries to improve decision-making • tailor our approach to community engagement in Bath • community engagement charter 	<ul style="list-style-type: none"> • statutory health and care services • preventative approaches • reduce health inequalities • provision for children and young people with special educational needs and disabilities • reduce waste, increase recycling and support local litter picking schemes • mental health services that deliver the best outcomes • reduce over-reliance on residential and nursing care • build on local strengths

These commitments do not set out in detail everything we do, much of which – such as equalities, safeguarding, registrars and emergency planning - is determined by national legislation. However, the detailed proposals in this document will guide us over the life of the strategy and represent the step changes that citizens in B&NES will experience from their council.

The council will support the most vulnerable, as seen in the support for families welcomed to our area through the Syrian Vulnerable Persons Programme. We also work closely with partners to make our community safer and have made a new and significant commitment to tackling domestic abuse. We will stand up for local people and lobby central government on the things that matter most to them – for example on replacing the money that is lost through students, rightly, being exempt from council tax. We will seek to influence central government and others where we need to make changes to deliver our Corporate Strategy, for example to to address the climate emergency.



Principle: Preparing for the future

Our area is changing. The council must change with it and help local residents prepare for the future. We want to promote high-quality, high-skill jobs, for example in the new green jobs sector and in new technologies. At Bath Quays we are creating a vibrant commercial quarter in the heart of the city which is delivering new jobs and homes.

The council will work with partners, organisations such as WECA, and local communities to secure long-term investment in our local infrastructure. Our priorities for this are sustainable transport, homes and energy. So that they can take advantage of these changes, we want to help our young people acquire and enhance the skills they need to achieve their ambitions. To do this we will also need to address inequalities of outcome in education, particularly in the Early Years.

The council also needs to make the most of new technology and be smarter and more flexible in the ways that we work. We need to be clearer about what we can and cannot provide. Increasingly, we will ask residents to self-serve for our more transactional services so that we can better support people who need our help the most.

What we are going to do

Our key commitments
Enable a step change in local renewable energy schemes including solar and wind power
Promote a high-skill economy
Maximise opportunities from new technologies to improve and deliver efficient, modern services
Support the transition to a green, local economy
Enable a major shift to walking, micro mobility (cycling), car-sharing, buses, and rail
Encourage a large and rapid improvement in the energy efficiency of our area's buildings through carbon neutral development and energy efficiency retrofitting of the majority of existing building stock
Increase natural environment carbon stores - for example, through planting more trees - and improve our bio-diversity, habitat and land management

Examples of how we are going to measure progress

- Number of buildings retrofitted with energy efficiency measures
- Amount of renewable energy locally generated,
- % population 16-64 in employment,
- % of council transactions digitally enabled



Principle: Delivering for local residents

Access to housing and getting around our area are key local concerns. We are determined to secure more affordable and social housing, improve the quality of rented housing, make our housing stock green and tackle fuel poverty. We will also facilitate significant improvement of the transport infrastructure and encourage behaviour change to forms of transport other than the private vehicle. This will enable a major shift to walking, micro mobility (cycling), car-sharing, buses, and rail.

Alongside the introduction of the Clean Air Zone, we have wider ambitions for a more pedestrian-friendly city centre and reducing the impact of cars in residential streets through better traffic management and reductions in 'rat-running'.

To support this, we need to understand the views and needs of our local communities. We are committed to improving how we involve local people in our decision making, such as on local transport schemes, ensuring that they have a greater say in how their services are designed, funded and run.

What we are going to do

Our key commitments

Deliver more **carbon neutral, social and affordable housing** and ensure that our Houses of Multiple Occupancy (HMO) policies put communities first

Ensure the council is an exemplar for low carbon, including the delivery of carbon neutral and **energy efficient homes** through our housing company

Facilitate **significant improvement to the transport infrastructure** and encourage behaviour change to forms of transport other than the private vehicle

Introduce '**low traffic neighbourhoods**' working with schools and local communities

Have an **effective approach to fly-tipping and litter enforcement** as well as to city centre cleansing and trade waste

Use new initiatives such as **Citizens' Juries to involve residents in decision making**

Tailor our approach to community engagement in Bath to reflect the needs of the City's residents

Build on our Parish Charter with a new **Community Engagement Charter** which outlines our commitments and framework for engaging with local residents across the whole of the Bath and North East Somerset area

Examples of how we are going to measure progress

- Number of new additional homes
- number of council homes delivered
- % of residents who feel listened to when they put forward their views



Principle: Focusing on prevention

To sustain our social care services, we need a clear approach to prevention and early intervention across all our services. For example, properly insulated homes are cheaper to run and help prevent cold-related ill- health as well as contributing to addressing the climate emergency.

People should receive the support they need in the most efficient, effective and timely way, reducing demand for later and more costly interventions. Our residents should be supported to live well and independently and make good choices for their own health and wellbeing. For example, the council can promote active travel such as walking and cycling.

We cannot do this alone and we will need to build on our joint working arrangements with partners, voluntary organisations, parishes and residents, through growing initiatives such as Compassionate Communities. We will always ensure that we continue to protect and support our most vulnerable residents.

What we are going to do

Our key commitments

Deliver **statutory health and care services** for children and adults as effectively as possible

Prioritise preventative approaches so that we can tackle issues at the earliest stage and ensure a better quality of life for our local residents

Promote good health and **reduce health inequalities**

Enhance local **provision for children and young people with Special Educational Needs and Disabilities (SEND)** to reduce the need for more distant and costly specialist placements

Help our residents to **reduce waste, increase recycling and support local litter picking schemes**

Ensure we have **mental health services that deliver the best outcomes** for our residents

Support our residents to live well and independently, so we **reduce over-reliance on residential and nursing care**

Support communities who want to address issues of concern by listening to residents and **build on local strengths** and resources

Some examples of how we are going to measure progress

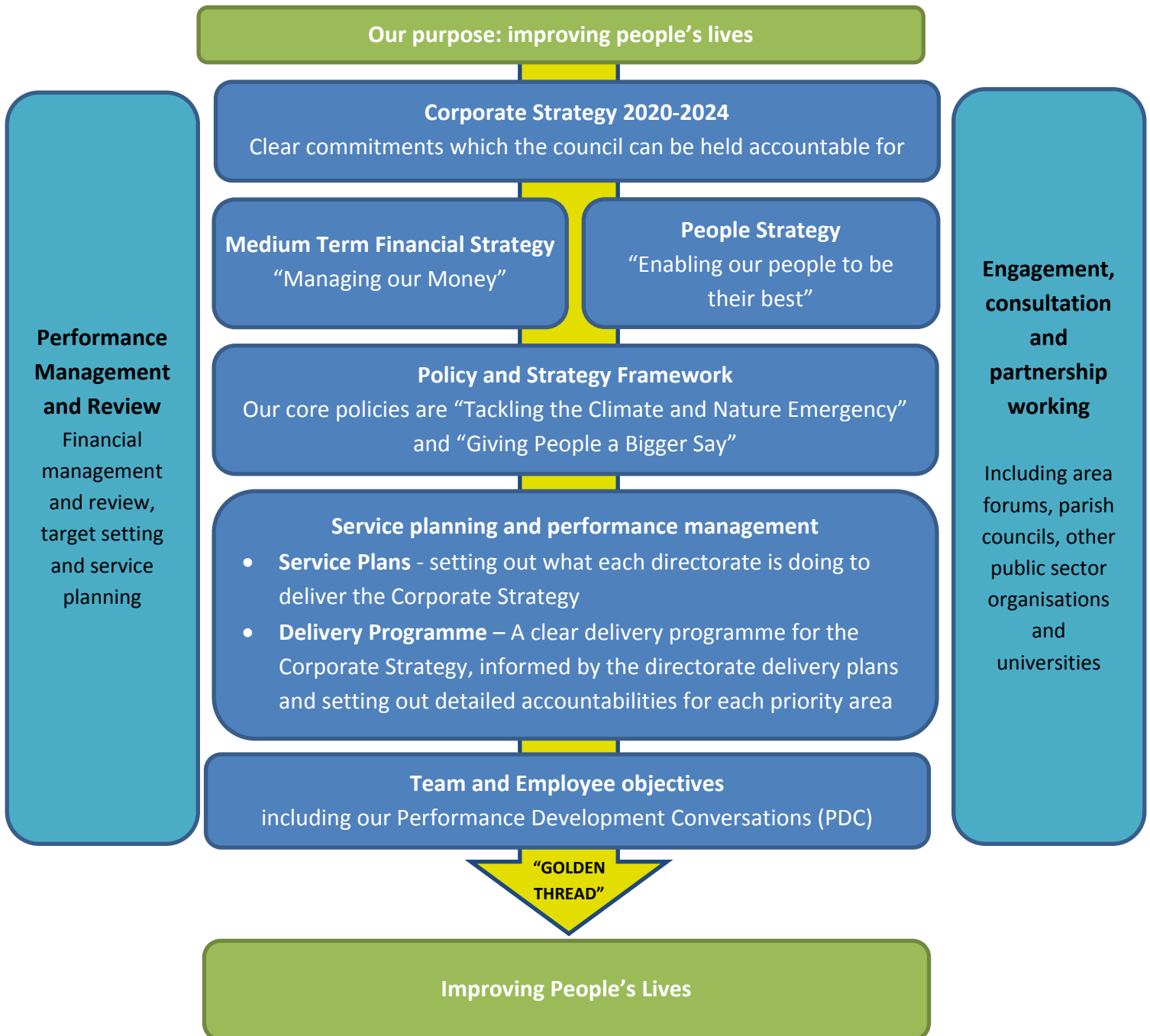
- % initial contacts resolved at first point of contact
- % clients still independent after receiving an enablement service
- number of admissions to permanent residential and nursing care for older people

DELIVERING THE STRATEGY

The 'Golden Thread'

The Corporate Strategy sets out our high-level commitments. But this needs to be translated into action through a 'golden thread' to our service plans and individual employee objectives.

B&NES Council Corporate Strategy Framework



How we will work

Service planning and performance management

Every year a Delivery Programme will set out how precisely the council plans to deliver on this strategy. This will be available online and will also report on progress in delivering our commitments, ensuring that we are transparent and accountable.

Our Policy Development and Scrutiny Panels also have a key role in monitoring delivery of the Corporate Strategy as well as carrying out their policy development role as the strategy develops and is implemented.

Managing our money

We have highlighted the financial challenges facing the authority. We must balance our budget every year and prioritise our spending so we can secure our services and invest in our commitments.

Our Medium Term Financial Strategy (MTFS) shows how we will do this, maximising commercial income, and reviewing our contracts to make savings. We have also launched a new corporate programme – Improving How We Work – which will:

- Simplify the ways in which services are delivered, removing costly and time-consuming processes that don't serve our citizens
- Give local people the tools to access council services online wherever possible, freeing up resources to help those who need it most
- Enable smarter, more flexible working and making sure we have the right office space and tools to do the job whilst also reducing our carbon footprint.

We are committed to being a modern council which meets the needs of people today and in the future with the funding available to us. So the MTFS also sets out the need for us to go further, managing demand and reducing costs based on Value for Money assessments of our services. Over the life of this strategy we will therefore:

- A) Develop preventative approaches which enable people to remain independent and healthy and reduce demand for high cost adult social care services, including:-
 - Working to better understand why our care costs appear higher than similar authorities and creating a strategy to tackle the pressure on our budgets
 - Exploring the best way to deliver these services
 - Strengthening our approach to reablement
- B) Re-shape the way we work with children, young people and families in order to reduce demand for high cost, specialist children's social care placements, including:-
 - Exploring the best way to deliver these services
 - Changing the service model so there is greater continuity of social worker
 - Re-uniting children in care with their families where this is the most appropriate outcome

- C) Improve our city and town centres so it works better for local residents and businesses, including:-
- Ensuring a long-term approach to car parking which meets the climate emergency
 - Reviewing the assets we own so that they generate good future income for our services
 - Ensuring our Clean Air Zone and Transport Study for Bath unlock investment to enable us to deliver our vision for walking, micro mobility (cycling), car sharing, buses and rail and cleaner, greener, safer city and town centres for everyone
- D) Establish better area-based approaches that deliver what citizens need at a local level, including:-
- Streamlining points of contact with the council so people aren't pushed from "pillar to post"
 - Bringing together different services to reduce duplication
 - Ensuring services are shaped by what people need rather than what we've always done

To deliver these changes, we may need to invest "up-front" to realise savings or generate income from new ways of working. These changes must be well-planned so that changes made in one service don't create costs elsewhere and so that local needs and concerns are met.

Our people

The council is a people business. We deliver services for people by people, so we need to provide the right culture, leadership and environment for our staff to deliver the best outcomes for residents.

Our People Strategy supports the development and effective management of our workforce. It ensures that we are recruiting and retaining staff with the right skills and support to do their jobs. We know that our employees will perform best if they are safe, happy and engaged at work and we are committed to building an inclusive culture where everyone feels able to participate and achieve their best.

Our partners

We cannot deliver this strategy alone as we don't control all the areas that we need to influence. Many of our ambitions, particularly addressing the climate emergency, don't stop at our boundaries.

We have a long history of collaboration with local partners, voluntary groups and communities and are proud to work with many organisations to improve people's lives. Our ground-breaking Community Safety and Safeguarding Partnership is one of the first in the country to bring together these functions to help focus resources on supporting vulnerable people. Our Third Sector Group (3SG) reflects our thriving voluntary and community sector and we are working with them on projects such as Compassionate Communities.

However, big changes have taken place in recent years. This includes the development of a West of England Combined Authority and governance changes in our health and care system. In addition, the Western Gateway reflects the key links between our area, the West of England and South Wales. We are committed therefore to being a good partner, where this helps us to deliver the Corporate Strategy and make real improvements for local people.

About the Charter

The views of our community are essential in helping to inform the decision-making process of Bath & North East Somerset Council. The community comprises residents, parish and town councils, third sector organisations including voluntary and community groups and businesses.

We want to ensure that we provide an extensive and meaningful programme of engagement and, when we consult on decisions, that we do this in a timely, clear and transparent way.

Our Community Engagement Charter sets out our standards for how we engage with our community.

The Charter applies to all council staff and councillors. Partner organisations and contractors of the council will also be encouraged to adopt this approach.

1. Our Community Engagement Charter

Building on good practice and learning from our shared past experiences, we have worked with our community partners to develop a set of reciprocal expectations. We want to ensure that we provide a genuine opportunity to work in partnership with our community. This will enable all to participate in more detailed discussions and consultations.

Our Standards:

We will:

- consult on decisions in **a meaningful way**.
- recognise the **demographic and geographical differences** across our communities.
- ensure we give full consideration to addressing the **climate emergency** when we plan our community engagement and consultation approaches.
- ensure we understand the **diverse needs** of our communities.
- identify, engage and **involve all relevant stakeholder groups**.
- work with the third sector to **engage hard to reach groups**.
- ensure we **plan and engage early** to encourage ‘**good conversations**’ and **build strong relationships**.
- **utilise existing engagement** mechanisms including the area forums and parish liaison and **explore new opportunities to engage**.
- be **clear in our communications** using plain English and avoiding jargon.
- be clear about **what we are aiming to achieve**, what decisions are being consulted on and who will make the final decision.
- ensure that there is **enough time given** for the community to consider and respond to consultations.
- **ensure feedback** is given following consultation so that the community understand why we have taken the decision.

2. Types of Engagement

‘Engagement’ encompasses a range of activity involving the community in issues about their local area of which consultation is only one element. We recognise the different needs of our community and therefore we will adopt a range of methods and activities for our engagement.

“The Spectrum of Public Participation” below illustrates the different levels of impact and types of engagement that could be considered.

Spectrum of Participation* <i>Increasing the level of participation</i>					
	Inform	Consult	Involve	Collaborate	Empower
Examples of engagement methods the council may consider in its approach	<ul style="list-style-type: none"> • Websites • Social media • e-newsletters • Displays • Press Releases • CC Forums • Parish Liaison 	<ul style="list-style-type: none"> • Surveys • Voicebox • Consultations (e-consult and paper) • Public meetings 	<ul style="list-style-type: none"> • Workshops • Community Events • CC Forums • Parish Liaison • Advisory Groups 	<ul style="list-style-type: none"> • Peoples Panels • Citizen Panels/ Advisory Committees • Participatory decision making 	<ul style="list-style-type: none"> • Citizens Juries • Delegated decisions

*Source <https://www.iap2.org>.

3. When and how we will consult

It is important that when we consult we set out clearly why we are consulting, how we plan to consult and how the community can respond and that afterwards we provide feedback on our decisions.

There is a legal requirement for all councils to consult where there is a legitimate expectation for this to happen. This applies when;

- there has been a clear promise of consultation;
- official guidance or policies imply a promise to act in a way;
- there is a withdrawal of a benefit with significant impacts to be considered and;
- the nature of the relationship would create unfairness if there were to be inadequate consultation.

4. Constraints

Not all council decisions can be determined solely by responses from public discussion. Some are governed by statutory requirements, some are limited by financial constraints and some involve a range of other factors that require detailed consideration.

We will ensure that any consultation will last a proportionate amount of time, taking account of legislation, nature and impact of the proposal.

If any or all of these limitations are likely to apply we will undertake to make the details available at an early stage.

Those decisions that may have a specific legislative framework which exist within an individual service area or for certain proposed changes such as with Planning and Highways, these areas will have clear guidelines for consultation.

The Planning department has its own set of minimum standards; these are outlined in the planning policy called [Statement of Community Involvement](#).

Summary

The council will build on-going relationships with the community and make sure its understanding of communities' views are reflected in all of its decisions. We will:-

- * discuss a proposal when it is at a formative stage.
- * provide sufficient information to allow intelligent consideration.
- * ensure there is adequate time for a considered response.
- * conscientiously taking responses into account.
- * provide feedback on our decisions.

We want to give our residents a greater say. We need our community to tell us about issues that matter most to them and respond to consultations which will help inform our decision making.

5. Getting in touch

If you have a question regarding the Charter or you feel that a consultation hasn't followed the Charter, please contact us.

In order to ensure the Charter remains up to date, we will carry out periodic reviews and ensure any feedback that we received will be considered in any future updates.

Website: <https://beta.bathnes.gov.uk/have-your-say>

Phone: [01225 394041](tel:01225394041)

Email: Connecting_Communities@bathnes.gov.uk

The council would like to acknowledge and thank members of the Connecting Communities Forums and the 3SG who have participated in developing this Charter and in particular the work undertaken by members of Bath City Forum who initiated the discussions.

CORPORATE POLICY DEVELOPMENT AND SCRUTINY PANEL

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

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

<http://democracy.bathnes.gov.uk/mgPlansHome.aspx?bcr=1>

The Forward Plan demonstrates the Council's commitment to openness and participation in decision making. It assists the Panel in planning their input to policy formulation and development, and in reviewing the work of the Cabinet.

Should you wish to make representations, please contact the report author or, Democratic Services (). A formal agenda will be issued 5 clear working days before the meeting.

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

Ref Date	Decision Maker/s	Title	Report Author Contact	Director Lead
13TH JANUARY 2020				
13 Jan 2020	Corporate Policy Development and Scrutiny Panel	Contacting the Council (Background Briefing:- reporting an issue to the Council)	Tracey Long	Director Partnership & Corporate Services
13 Jan 2020 20 Jan 2020 28 Jan 2020 Page 78	Corporate Policy Development and Scrutiny Panel Climate Emergency and Sustainability Policy Development and Scrutiny Panel Children, Adults, Health and Wellbeing Policy Development and Scrutiny Panel	Draft Corporate Strategy	Andrea Benham, Andy Thomas Tel: 01225 394322	Director Partnership & Corporate Services

Ref Date	Decision Maker/s	Title	Report Author Contact	Director Lead
13 Jan 2020	Corporate Policy Development and Scrutiny Panel	Retail Centres: Initiatives / Rent pressure / Empty premises / Commercial Estate challenges	Andrea Frow Tel: 01225 47 7242	Director of Economy & Growth
3RD FEBRUARY 2020				
3 Feb 2020	Corporate Policy Development and Scrutiny Panel	Draft Budget	Donna Parham, Andy Rothery Tel: 0122539, Tel: 01225 477103	Director Finance - Section 151 Officer
30th MARCH 2020				
4th MAY 2020				
27th JULY 2020				
28TH SEPTEMBER 2020				
23RD NOVEMBER 2020				
FUTURE ITEMS				
The Forward Plan is administered by DEMOCRATIC SERVICES: Democratic_Services@bathnes.gov.uk				

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