

Corporate Policy Development and Scrutiny Panel

Date: Monday, 27th September, 2021

Time: 4.00 pm

Venue: Council Chamber - Guildhall, Bath

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



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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>

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

3. **Recording at Meetings:-**

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

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

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

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4. **Public Speaking at Meetings**

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.

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 can be found at:

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

5. **Emergency Evacuation Procedure**

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Additional information and Protocols and procedures relating to meetings

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Corporate Policy Development and Scrutiny Panel - Monday, 27th September, 2021

at 4.00 pm in the Council Chamber - Guildhall, Bath

A G E N D A

1. WELCOME AND INTRODUCTIONS
2. EMERGENCY EVACUATION PROCEDURE

The Chair will draw attention to the emergency evacuation procedure as set out under Note 6.

3. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS
4. DECLARATIONS OF INTEREST

At this point in the meeting declarations of interest are received from Members in any of the agenda items under consideration at the meeting. Members are asked to indicate:

(a) The agenda item number in which they have an interest to declare.

(b) The nature of their interest.

(c) Whether their interest is **a disclosable pecuniary interest** or an **other interest**, (as defined in Part 2, A and B of the Code of Conduct and Rules for Registration of Interests)

Any Member who needs to clarify any matters relating to the declaration of interests is recommended to seek advice from the Council's Monitoring Officer or a member of his staff before the meeting to expedite dealing with the item during the meeting.

5. TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN
6. ITEMS FROM THE PUBLIC OR COUNCILLORS - TO RECEIVE DEPUTATIONS, STATEMENTS, PETITIONS OR QUESTIONS RELATING TO THE BUSINESS OF THIS MEETING
7. MINUTES (Pages 7 - 14)
8. CABINET MEMBER UPDATE

The Cabinet Member will update the Panel on any relevant issues. Panel members may ask questions on the update provided.
9. PLANNING GAIN (Pages 15 - 24)
10. INTEGRATED PERFORMANCE FRAMEWORK MEASURES (Pages 25 - 34)

11. MEDIUM TERM FINANCIAL STRATEGY (Pages 35 - 68)
12. PANEL WORKPLAN (Pages 69 - 72)

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 Michaela Gay who can be contacted on michaela_gay@bathnes.gov.uk, 01225 394411.

BATH AND NORTH EAST SOMERSET

MINUTES OF CORPORATE POLICY DEVELOPMENT AND SCRUTINY PANEL MEETING

Monday, 5th July, 2021

Present:- **Councillors** Karen Warrington (Chair), Mark Elliott, Lucy Hodge, Shaun Hughes, Hal MacFie, Alastair Singleton, Sally Davis and Matt McCabe (in place of Winston Duguid)

20 WELCOME AND INTRODUCTIONS

The Chairman welcomed everyone to the meeting.

20 WELCOME AND INTRODUCTIONS

The Chairman welcomed everyone to the meeting.

21 EMERGENCY EVACUATION PROCEDURE

The Chairman drew attention to the emergency evacuation procedure.

22 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Apologies for absence were received from:

Cllr Winston Duguid – substitute Cllr Matt McCabe
Cllr Andy Furse

23 DECLARATIONS OF INTEREST

There were no declarations of interest.

24 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was no urgent business.

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

There were no items from the public or councillors.

26 MINUTES - 14TH JUNE 2021

The minutes of the meeting held on 14 June 2021 were confirmed and signed by the Chair.

27 CABINET MEMBER UPDATE

As the previous meeting was only held a week ago there was no further update from the Cabinet Member.

28 PREPARING FOR THE FUTURE

The Panel considered a report which gave an update on the Preparing for the Future programme. Amanda George, Director of Business Change and Customer Services, gave a presentation regarding the programme. The presentation covered the following issues:

- Preparing for the future programme overview
- Keynsham Civic Centre redesign
- Communication and engagement
- Risk assessments and meeting spaces
- Technology update
- Key messages

It will be important to embrace the digital way of working which will provide increased flexibility for staff. The Keynsham Civic Centre is currently in the design phase. There will be an increase in the amount of team space including informal meeting areas. In some areas pods will be installed to provide quiet working spaces. Up to 650 staff at any one time will be able to work in the Civic Centre. Around 50 hot desking spaces will also be provided in the Guildhall.

Some staff are currently able to come into the offices to work following a risk assessment by managers.

The first phase of laptops has been delivered to staff and hybrid meetings are currently being trialled which will allow some staff to join meetings remotely.

A copy of the presentation slides is attached as Appendix 1 to these minutes.

Panel members raised the following points and asked the following questions:
(Officer responses shown in italics)

Cllr McCabe asked about the number of additional journeys that would be made from Bath to get to Keynsham and measures being taken to encourage people out of their cars. He felt that there should be signage at the railway station to guide people to the Guildhall. He asked about the use of Citrix to access Zoom. He queried whether a modular approach to office redesign would be taken in case any changes needed to be made in the future.

The officer explained that there will be a modular approach to the office redesign and that use of the offices will be monitored (e.g. number of desk bookings). If certain spaces are not being used, then changes will be made.

There will be less travel by staff because they will not be going into the office 5 days a week. There will also be hot desks available in the Guildhall for people who live in

Bath and do not wish to, or need to, travel to Keynsham. The suggestion regarding signposting will be taken on board.

When staff have Council laptops, they will not have to use Citrix to access Zoom or Microsoft Teams.

Cllr Hodge asked some questions about homeworking, risk assessments and whether there will really be a choice for staff. She felt that figures are needed in advance of planning the design of the Civic Centre (such as the percentage of the overall role that is desk based and how much is collaborative). She asked about feedback from employees regarding the new arrangements, for example from young staff who may live in shared accommodation. She asked for more details regarding the equality assessments and the use of hotdesks by external clients. She also stated that it would be helpful to see a copy of the transport assessment and the cost of the branding exercise.

The officer explained that there will be some choice for staff. All teams will have an allocated team space and if there is an individual who cannot or does not wish to work from home then this can be managed. The risk assessment process has worked well, and some people are already back working at the Civic Centre. Nobody who has requested to return to the office following a risk assessment has been turned down.

Collaborative working will take place in the team spaces. There will still be a significant number of desk spaces available for use. There will be a booking system provided by Condecco for hot desks and this will allow staff to see who else has booked hot desks in a certain area so that they can co-ordinate their bookings with others and book a group of desks if necessary.

Details of the equalities impact assessments, staff feedback, costings and transport can be provided to Panel members.

Cllr Hughes expressed concern about car parking. He also asked about the opportunities for creativity as home working does not encourage this. He felt that the new ways of working will not suit everybody. He asked about the ergonomics of the new plans including furniture and seating.

The officer explained that there will be confidential booths and screening to enable people to work quietly if they need to. The seating will be of an appropriate design and this will be trialled. The diagrams provided in the presentation are currently at the concept stage.

There is currently capacity for 550 staff to work in the Civic Centre and this will be increased to 650. There will be collaborative space to enable creative and innovative work.

Cllr Elliott stated that success depends on genuine flexibility and consultation with employees. He asked whether an employee wishing to work in an office 5 days a week would be able to do so.

The officer explained that staff can come into the offices if they wish and that it would be up to managers as to how they schedule the working week for their team. However, they may not be in the same office each day of the week.

Cllr MacFie asked about car parking for the Civic Centre as public car parks currently get very full. He also queried whether the reception area would be able to be used for meetings with external people.

The officer explained that the current reception area in the Civic Centre is quite large but is not used effectively. There should be opportunities to meet in reception to avoid going through the to the secure area.

It will be important to promote sustainable transport options, such as use of public transport, cycling and walking.

Cllr Warrington asked about the costs and return on investment as there is still a shortfall of around £700k over 2 years.

The details of the costs and potential savings/income are contained within the report, but further information can be provided at a future meeting.

Cllr Hodge asked some further questions regarding design and the use of meeting tables. She also expressed concern about the effect of the new ways of working on recruitment and retention and felt that it would be helpful to see whether there is a trend. She also asked about mileage claims and training days.

The officer explained that there will be a balance regarding training with more blended learning and a mixture of online and in person courses. The use of the meeting tables will be based on feedback received. Staff have been positive and constructive about the proposed changes. The ability for some staff to work from home is very helpful. Officers are not aware of any changes to the staff retention figures but would keep this under review. All local authorities in the area are changing their working practices in the same way as B&NES.

There are tax implications on mileage claims and, if staff are based at the Civic Centre, then this is the base that they should be claiming travel from.

Cllr Hughes explained that there is a building in Midsomer Norton providing shared office space which is owned by the Council. This is currently not fully utilised, and he queried whether it could be used as office space for the Council.

This will be taken into consideration as several options are being considered, including whether to create locality hubs.

Cllr Warrington stated that capital costs at Lewis House, Bath should also be included when further financial information is provided.

The Chair thanked the officer for her presentation and the Panel **RESOLVED:**

(1) To note the report.

- (2) To request officers to provide further information to panel members regarding equality impact assessments, staff feedback and transport assessments.
- (3) To note that officers will investigate the available office accommodation at Midsomer Norton raised by Cllr Hughes.
- (4) To ask that further details of the costs and potential income/savings of the preparing for the future programme be brought to a future meeting.

29 COSTS OF DELIVERING HIGHWAYS SAFETY INFRASTRUCTURE

The Panel considered a report regarding the costs of delivering highway safety infrastructure. Gary Peacock, Deputy Group Manager, gave a presentation which covered the following issues:

- Details of the traffic and highways service
- Service dimensions
- The process followed once a highway safety issues is identified
- The transport improvement programme project delivery process
- Project delivery safety schemes
- Example of a scheme that has been implemented, including costings

A copy of the presentation slides is attached as Appendix 2 to these minutes.

Panel members raised the following points and asked the following questions:
(Officer responses shown in italics)

Cllr Warrington asked how the staff costs were calculated for each project. *The officer explained that the cost of a scheme incorporates staffing costs based on hourly rates and that any work on a capital project is charged to that specific project. There is also an uplift charge to include overheads such as management and office costs.*

Cllr Hughes asked questions regarding the typical percentage of staffing costs, condition of pavements and the rights of utility companies to dig up roads and footways and their requirement to reinstate. *The officer confirmed that staffing costs on a scheme such as the Radstock scheme used as an example was likely to be about 16-17%. This percentage would be reduced for larger capital schemes where staffing costs could reduce to around 8%. Footways are the responsibility of the Highways Team, however, as safety critical schemes are given priority footways have not always received the attention they deserve. Utilities Companies have the right to install apparatus and dig up roads and footways as necessary. The Council can then ask them to reinstate the road/pavement to the national standard but cannot ask them to resurface the whole footway.*

Cllr MacFie asked about the competitive bid process. *The officer explained that the competitive part of the bid is at the time of tender when tenders are compared commercially against each other.*

Cllr Macfie also asked about contract lengths and about the metrics used when looking at contracts. *The officer explained that both the Volker and Dinneq contracts are for 5 years with an opportunity to extend. The contract process operates on a regional basis throughout the West of England and this gives the ability to check rates against other authorities.*

Cllr Hodge asked what percentage is charged on the staffing cost uplift and the process for making decisions on whether to install a zebra crossing or signal controlled crossing. *The officer stated that the uplift is 30+%. This includes all overhead costs. He stated that officers could look at the cost of providing pedestrian crossings in other local authority areas. Several different metrics are used when making decisions on schemes including the police accident statistics and location (e.g. whether there is a school nearby), traffic speed and number of vehicles. Decisions are based on safety and need rather than wholly on cost. There is also a revenue cost implication when new pedestrian crossings are installed due to maintenance. Signal controlled crossings have higher maintenance cost than zebra crossings.*

Cllr Singleton asked how the budgeting process works and whether there is a budget for new schemes as some areas have now been identified for the liveable neighbourhoods project. *The officer explained that the scheme for Whitchurch was funded by Community Infrastructure Levy (CIL) funds which were specifically ring fenced for that location.*

Cllr Davis asked how Parish Council expectations can be managed as certain areas may be seen as having a safety issue, but these don't necessarily have a high priority under the B&NES Council schemes. In rural areas they often simply need small changes such as white lines on the roads and safety is an issue when there are no pavements. *The officer stated that this is a challenge and that social media can generate higher demand and expectation. It is important to improve communications and to provide timely responses. He also explained that officers are considering whether localised contacts would be helpful.*

Cllr McCabe asked what proportion of projects are successful and which fail, also what happens to those projects which do not get accepted for the list. *The officer explained that the available funding does fluctuate. The Department for Transport funding has remained fairly static over the last 5 years, however there is also CIL and Section 106 funding. There are currently only 25-30 schemes on the list, but it is important to keep this to a manageable level and to be clear that only the top 8 or 9 schemes are likely to be funded.*

Cllr Warrington asked about gully clearing and whether flood risk areas would be given a higher priority. *The officer confirmed that areas prone to flooding would have a higher priority and would be on the risk list. He confirmed that the Council does want to increase the amount of gully emptying.*

Cllr Warrington also asked about speed limits on narrow rural roads, as a lot of these have the national speed limit and there are often accidents and near misses. *The officer stated that there is an element of the programme looking at speed limits and that national criteria must be applied. He acknowledged that there is high demand this year for the reduction of speed limits on these roads and that there are currently*

8 or 9 areas which are on the list for consideration. He agreed to send a copy of this list to members of the Panel.

The Chair thanked Gary Peacock for his presentation and the Panel NOTED the report.

30 PLANNING GAIN

It was noted that this item has been deferred until the next meeting due to officer sickness. The Panel sent their best wishes to the officer concerned.

31 PANEL WORKPLAN

The Panel workplan will be considered at the next meeting.

The meeting ended at 5.30 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

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Bath & North East Somerset Council		
MEETING/ DECISION MAKER:	Policy Development & Scrutiny Panel	
MEETING/ DECISION DATE:	27 September 2021	EXECUTIVE FORWARD PLAN REFERENCE: <i>[Cabinet reports only]</i>
		E 9999
TITLE:	Planning Gain	
WARD:	All	
AN OPEN PUBLIC ITEM		
List of attachments to this report: Please list all the appendices here, clearly indicating any which are exempt and the reasons for exemption		

1 THE ISSUE

- 1.1 The panel have requested an understanding of 'Planning Gain' – the financial contributions and other obligations related to new developments.
- 1.2 Areas highlighted by the Panel for a greater understanding relate to what planning gain is, how it is secured, allocated and maintained and what the high-level implications or issues are.
- 1.3 This report does not seek to make any recommendations but to present an overview of the issue for discussion.

2 RECOMMENDATION

- 2.1 None

3 THE REPORT

- 3.1 The Panel have requested an understanding of planning gain. The following will be discussed in turn in this report:
 - Description of S106 and Neighbourhood CIL
 - When we can get it
 - Where it is allocated
 - How is it maintained
 - Higher level practicalities are understood

The report will also outline a potential reform to the current system which could have implications for the Council in the future.

What is ‘Planning Gain’?

- 3.2 Planning Gain (or Planning Obligations) refers to the developer obligations required to obtain planning approval to ensure a development proposal is acceptable. These may come in the form of affordable housing (or a commuted sum which is used to pay for off-site affordable housing), community infrastructure or other mitigation measures to counterbalance the local effects of the development.
- 3.3 Planning gains seek to capture some of the uplift in land value generated by the grant of planning permission. The purpose is to ensure that commercially viable developments are not socially or environmentally unsustainable.
- 3.4 In B&NES the Council achieves planning gain through S106 agreements and CIL. This report intends to give an overview of both S.106 and CIL.

Section 106 Agreements

- 3.5 Section 106 agreements are legal agreements entered into between the Council and the Developer and cover measures, or obligations, required to mitigate any negative effects of a development on the local area. Without these agreements, the developments would be unacceptable in planning terms.
- 3.6 S.106 agreements tend to be secured on larger development sites dealing with site specific issues including the provision of essential services (such as affordable housing) and infrastructure (such as access improvement and green spaces) directly related to the new development. Financial contributions that are secured via S.106 agreements are generally ringfenced to specific sites or projects and cannot be used to fund unrelated projects however in relation to very large developments the use of S.106 agreements could also extend to strategic infrastructure such as new schools; primary healthcare; and strategic highway and transportation improvements provided it is clear that they are a necessary part of the development.

CIL

- 3.7 Unlike S.106 agreements, CIL applies universally to all new developments (subject to certain criteria) and is levied at a rate of £100/sqm + indexation as set out in the Council's adopted [Charging Schedule](#).
- 3.8 Whilst S.106 agreements are negotiated on a case-by-case basis, the advantage of CIL is that the rate is transparent and cannot be negotiated; developers are also unable to argue viability in relation to CIL. CIL is in effect a development tax. To ensure developers do not pay for the same infrastructure under both CIL and S.106 (“double dipping”), local authorities (Councils) are required to publish a list of what will be funded by CIL and those items cannot be covered by a S106 agreement. In B&NES the money secured under CIL is used to deliver the strategic infrastructure priorities of the Council across its district; these are published on the [Council's Infrastructure List](#).

How the Council Obtains Planning Gain

Overview

- 3.9 In accordance with Reg 122(2) of the Community Infrastructure Levy Regulations (2010) a planning obligation may only constitute a reason for granting planning permission for development if the obligation is:
- (a) necessary to make the development acceptable in planning terms,
 - (b) directly related to the development; and
 - (c) fairly and reasonably related in scale and kind to the development.
- 3.10 The Council cannot seek a S.106 agreement if the reasons for the agreement do not meet these three tests. When securing financial contributions, the Council cannot secure more than is reasonably necessary for the specified purpose and cannot secure money speculatively to deliver infrastructure un-related to the development.
- 3.11 In B&NES, the requirement to seek planning gain is set out in Policy CP13 of the Core Strategy which prescribes the Council's commitment to ensuring new developments are supported by the timely delivery of the required infrastructure to provide balanced and more self-contained communities.
- 3.12 The key infrastructure needed to support the Core Strategy and Placemaking Plan is set out in the [Infrastructure Delivery Plan](#) (IDP) -. The IDP is an organic document, updated in consultation with relevant service providers and forms the basis for establishing B&NES Council's strategic (infrastructure) spend priorities. The IDP was most recently updated in 2020 to reflect the B&NES declaration of a climate emergency and nature emergency and to reflect the Corporate Strategy.

Section 106 Agreements

- 3.13 Planning obligations are secured via S.106 agreements which are negotiated with developers on certain sites and application types. Negotiation takes place before the application is determined and a planning permission cannot be issued until the legal agreement is signed. The Council has an adopted [Supplementary Planning Document](#) (SPD) setting out its approach to S.106.
- 3.14 S.106 agreements in B&NES are used to secure the following types of obligations:
- Affordable Housing including Extra Care Housing
 - Transport Infrastructure Works
 - Public Transport
 - Green Infrastructure
 - Adoption of On-Site Green Space, Allotments and Landscaping Schemes
 - Tree Replacement
 - Site Specific Targeted Recruitment and Training in Construction
 - Fire Hydrants
 - Education facilities
 - Other Site-Specific Measures

- 3.15 The triggers for when an obligation is required will be dependent on the nature of development or size of site. Not all obligations have set triggers, for example obligations in respect of transport and public transport, as well as education facilities do not have triggers. In respect of obligations for affordable housing provision, tree replacement, green infrastructure, and fire hydrants, these are subject to triggers (i.e., certain thresholds of development). Details of each trigger is set out in the SPD as well as in the relevant Core Strategy/Placemaking Plan policies. When an application type hits a certain threshold to trigger an obligation, the developer will be required to enter a S.106 agreement.
- 3.16 The terms of each legal agreement will contain a clause requiring repayment of unspent funds to the developer within a certain timescale (usually 5-10 years).
- 3.17 Developers may seek to argue viability to lower the required amount of contributions/obligations but will need to demonstrate how providing a policy level obligation would make a site “unviable”. In these instances, the Council is required to have the viability of the site and development proposal independently appraised before it can consider lowering the required obligation.
- 3.18 Where transport infrastructure works are of a strategic nature, they will be included in the Council’s Infrastructure Delivery Programme and will be delivered through other mechanisms including CIL. For works that are directly related to a particular development and are required on-site or close to the site, the developer will be required to enter into a Section 106 legal agreement to secure the works required.

Collection of S.106

- 3.19 All Section 106 agreements are legal contracts between the developer and the Council requiring the Developer to undertake certain actions or pay certain monies within prescribed timescales. Each S.106 is unique and specific to the circumstances of the development.
- 3.20 Within each S.106 agreement there will be triggers for action, for example on a large housing site, transport infrastructure payments or requirements may be phased across the life of the development (i.e., pay £X prior to occupation of the 100th dwelling, or do not commence development of the 50th dwelling until a roundabout has been installed, etc.) S.106 monies will be collected in accordance with the relevant trigger and the Council may not request payment before a trigger is reached.
- 3.21 All S.106 agreements are recorded in a centralised database and it is the role of the CIL/S.106 Monitoring Officer (under the management of the Team Manager - Planning and Enforcement) to monitor sites and obligation triggers to ensure contributions and obligations are collected or discharged in a timely manner. Using the data base officers are able to track delivery of obligations across sites for ease of corporate reporting.

CIL

- 3.22 CIL is somewhat more straightforward than S.106 obligations. CIL is a tax on new development levied at a prescribed rate and is universally applicable. CIL is a regulated tax function of the Council and as such is prescribed by Statute. Having adopted CIL, the Council has little discretion or flexibility over its administration.

- 3.23 All planning decisions carry a CIL advisory note setting out what applicants are required to do to comply with CIL. The consequences of non-compliance can be severe (including loss of exemptions or reliefs as well as the addition of interest and surcharges).
- 3.24 CIL is payable upon commencement of development. There is an obligation on developers to notify the Council prior to commencing development. Once the Council has received notification it will issue a “demand notice” setting out how much is owed and when payment must be made by. There are limited options within the regulations to challenge or appeal CIL.
- 3.25 Since introducing CIL in 2015, the Council has generated over £19m; £15.5m of which was retained by the Council for strategic infrastructure, the remainder of which has been passed to Parish/Town Councils and to cover the administration of CIL. In 2019/20 the Council received £4,541,855.56 in CIL payments and spent £4,491,000.00 on projects including various school expansions, parks and green spaces, public realm improvements and waste and recycling.
- 3.26 CIL collection and administration is managed through the same database as S.106 agreements enabling officers to produce the required annual reports setting out how much money has been collected and how and where it has been spent.

Where Planning Gain is Allocated

S.106 Obligations

- 3.27 As set out above, S.106 obligations are principally site specific or otherwise prescribed by the relevant legal agreement. This means there is little discretion once permission is granted as to where the obligations are allocated as allocation is effectively enshrined in the legal agreement. Allocation is made on a site-by-site basis however the Council publishes an annual report setting out what projects or infrastructure has been delivered or funded by a S.106 agreement.

Strategic CIL

- 3.28 Strategic CIL is allocated to essential strategic infrastructure such as school expansion projects, highways, flood defences and waste facilities required to enable housing growth allocated in the Council’s Development Plan and the spend is managed by the Council.
- 3.29 The infrastructure required for the district is set out in our Infrastructure Delivery Plan and the Council has drawn up a [CIL Infrastructure List](#), containing a list of types of infrastructure that CIL funding can be spent on:.
- 3.30 Regarding the amount of CIL available for strategic projects, the Council must first allocate money to the Parish Council or local area where the CIL was generated (“neighbourhood CIL”) (generally around 20-25%) and we use 5% of the total charge for the administration of CIL. The remainder (generally 70% or 80%) makes up the Council’s Strategic CIL budget.
- 3.31 The Council is required to publish annual reports on its CIL and S106 allocation and spend in December each year (covering the previous year’s spend). The [2019/20 report](#) (published December 2020) is the most recent report.

Neighbourhood CIL (NCIL)

- 3.32 A proportion of the CIL funds collected from new developments is passed to the Town or Parish Council where the CIL was generated, for that council to address local priorities.
- 3.33 The neighbourhood portion of CIL can be spent on a wider range of items than the Strategic CIL, provided that these items support the development of the local area. This means that neighbourhood CIL may fund parish needs which aren't strictly 'infrastructure', such as affordable housing.
- 3.34 The Council allocates 25% of CIL funds in areas with an adopted Neighbourhood Plan and 15% (up to a maximum of £100 per tax year, per existing council tax dwelling) to other parish and town councils.
- 3.35 As Bath has no town or parish council, the Council retains 15% for allocation in the Bath City area. The Bath City Forum, representing the community in Bath, makes recommendations on allocating CIL funds within Bath and the Council's Cabinet makes the final decision on the spending of the Bath neighbourhood portion.
- 3.36 Spending of neighbourhood CIL is down to the parish/town council providing them with a more flexible approach for spending their CIL receipts in comparison to the powers of the District Council. Such wider spending powers for the Town/Parish Council allow the local community to decide what they need to help mitigate the impacts of development in their area.
- 3.37 Notwithstanding this freedom there are several factors that should be considered when Parish or Town Council are developing their NCIL spending plan. CIL cannot be used as a replacement for everyday Town or Parish Council expenditure and misspent NCIL can be claimed back by B&NES Council. Furthermore, there is often a temptation to spend NCIL receipts quickly on short term infrastructure projects, however Town and Parish Councils should consider the long-term housing growth and resulting infrastructure needs when developing plans for spending NCIL.
- 3.38 Towns/Parishes have 5 years to spend their portion of NCIL after which time it is required to be repaid to B&NES Council.
- 3.39 Parish and Town Councils are required to report their annual CIL spend to B&NES Council, this information is then reported in the (B&NES) Council's 'Infrastructure Funding Statement' (annual report).

How the Council Maintains Planning Gain

- 3.40 As described, the Council maintains a centralised database for all S.106 agreements and CIL liable developments. Once planning permission is granted, the details of the obligations are captured in the database which will set the flags for when certain triggers are reached. Monies secured for relevant service areas (housing, highways, economic development, green space etc.) is then drawn down and it is the responsibility of the service areas to update the database (or inform the CIL/S106 Monitoring Officer) to show when and where money is allocated or spent. Tracking spend through the database gives officers a better oversight of planning gain expenditure and enables accurate and transparent annual reporting.

Practicalities of Administering Planning Gain/Common Issues Raised

- 3.41 Whilst the onus is on developers/applicants to ensure they comply with CIL/S.106 it is the role of the CIL/S106 Monitoring Officer to ensure obligations are met and payments received in a timely manner. This often involves monitoring development sites and chasing applicants/developers once triggers are reached. Monitoring developments can be resource intensive and in 2020 the Council introduced monitoring fees which are payable by developers to ensure the Council has sufficient resources to cover the requirements to monitor sites.
- 3.42 The biggest risk to the Council with S.106 is the need to repay contributions if they are not spent in accordance with the terms of the agreement within a specified timescale. Therefore, accurate tracking of money is a critical part of the relevant officer's role. Where it is apparent that a S.106 agreement is nearing its repayment period officers will alert the relevant service area to ensure spend is undertaken. In most cases secured monies are spent in time and it is rare for the Council to issue refunds.
- 3.43 Where S.106 often causes confusion/issues is regarding the triggers. It is often assumed that S.106 infrastructure or funding will be paid or delivered on commencement of development and the Council deals with several queries each year from residents and Members as to why certain obligations have not been delivered, particularly on larger sites. On interrogation of the database in response to such queries the issue generally relates to one of triggering (i.e., a trigger for payment/delivery has not yet been reached). Whilst the Council reports annually the delivery of S.106 there is no mechanism to highlight outstanding triggers or obligations (other than referring interested parties to the original S.106 agreement).
- 3.44 With CIL, one of the biggest issues – and cause of complaints to Members and significant additional work to officers – relates to applicants defaulting on CIL either by failing to notify the Council of commencement or failing to secure exemptions and reliefs pre-commencement. This can result in the entire amount of CIL becoming payable immediately, the loss of any reliefs granted (for example self-build relief), the loss of the option to pay by instalments and the addition of surcharges (fines) and mandatory interest charges. CIL is highly regulated and non-discretionary and when a disqualifying event occurs the Council does not have the power or ability to reverse the situation nor the discretion to re-instate exemptions or reliefs, irrespective of the circumstances leading to the disqualifying event.
- 3.45 To assist applicants, the Council publishes an informative on all planning decision notices directing applicants to the CIL information on the Council's website and highlighting that failure to comply will result in the aforementioned consequences. The Council also publishes a 'Developers Guide' to set out the process and developer requirements under CIL and CIL advice and the consequences of non-compliance is also published on all CIL forms which are produced by Government. Despite the level of information produced to assist applicants this remains one of the biggest areas of complaint to officers by developers/applicants who in most cases had not appraised themselves or understood the published requirements. Since introducing CIL in 2015 the Council has issued 296 surcharges against disqualifying events totalling over £500k.

Future Considerations

- 3.46 In 2020 the Government published its White Paper "*Planning for the Future*". The white paper sets out three pillars of reform, with the third pillar – 'Planning for infrastructure and connected places' – containing an ambition to reform the system of developer contributions. It proposes the introduction of a new "infrastructure levy", being a reform and extension of the Community Infrastructure Levy (CIL) combined with the abolition of section 106 agreements and planning obligations.
- 3.47 The details have yet to be finalised or implemented however the proposed reforms to the planning system are likely to have implications for the Council in terms of its planning gain. Members should be aware of Government's intention to reform the current system however until the final reforms are implemented it would be impossible to say how these changes may affect the amount of money the Council currently generates from development for strategic infrastructure project delivery.
- 3.48 5 key areas for potential change include the following¹. Once the final reforms are clarified, Members will be updated:
- 1 Scrapping both CIL and section 106 agreement developer contributions, to create a new "consolidated", nationally set infrastructure levy based on the final value (or likely sales value) of a development and levied at point of occupation. The new levy would be a nationally-set, flat rate charge and intends that it would raise more revenue than under the current system of developer contributions
 - 2 The new levy could be used to "capture a greater proportion of the land value uplift that occurs through the grant of planning permission", and "use this to enhance infrastructure delivery". But, the paper says, such a move "would need to be balanced against risks to development viability".
 - 3 Under the proposals, councils would be allowed to borrow against levy revenues, to forward-fund infrastructure.
 - 4 The white paper also sets out plans for the levy to secure "at least as much" affordable housing. However, the difference between the units' sale price and the market price would be offset from the developer's final levy.
 - 5 The scope of the levy "could be extended to capture changes of use through permitted development rights". This would allow such developments to "better contribute to infrastructure delivery" and make it "acceptable to the community".

¹ Planning Resource (14th August 2020) "*CIL Watch: Five Ways the Proposed Changes to the Planning System will Affect CIL*
Printed on recycled paper

6 STATUTORY CONSIDERATIONS

- 6.1 The content of this report draws on the Councils duties set out in the Town and Country Planning Act (1990), the Community Infrastructure Levy Regulations (201). Consideration has also been given to the [*Planning for the Future White Paper*](#).

7 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 7.1 This report does not pose any specific resource implications as it is intended to provide the Panel with an overview of the Planning Gain.

8 RISK MANAGEMENT

- 8.1 A risk assessment related to the issues in this report has not been undertaken as the report is for information purposes and not seeking to make a recommendation.

9 EQUALITIES

- 9.1 This report is intended to provide the Panel with information for discussion and does not make any recommendations therefore an EIA has not been carried out.

10 CLIMATE CHANGE

- 10.1 Planning Gain is itself intended to enable the Council to deliver its infrastructure priorities which themselves are intended to improve the climate and help the Council achieve carbon neutrality however no specific recommendations are being made by this report.

11 OTHER OPTIONS CONSIDERED

- 11.1 None

12 CONSULTATION

- 12.1 This report has been cleared by the relevant officers in finance and legal services.

Contact person	<i>Rich Stott – Team Manager – Planning and Enforcement</i>
Background papers	<i>N/A</i>
Please contact the report author if you need to access this report in an alternative format	

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Bath & North East Somerset Council		
MEETING/ DECISION MAKER:	Corporate Policy Development & Scrutiny Panel	
MEETING/ DECISION DATE:	27 th September 2021	EXECUTIVE FORWARD PLAN REFERENCE:
TITLE:	Strategic Performance Indicators	
WARD:	All	
AN OPEN PUBLIC ITEM		
<p>List of attachments to this report:</p> <ul style="list-style-type: none">Quarter 1 Strategic Performance Report 2021/22 Cabinet Report 9th September <p>Please list all the appendices here, clearly indicating any which are exempt and the reasons for exemption</p>		

1 THE ISSUE

1.1 The panel has asked for an update on the development of a set of strategic performance indicators to allow the Council to monitor and report on its own performance.

1.2 The first strategic Performance report was reported to the Cabinet on the 9th September 2021

2 RECOMMENDATION

Panel is asked to.

2.1 Note progress on the development of the Councils set of Strategic Performance Indicators

2.2 Give feedback on any areas they would like to be considered for future development

3 THE REPORT

- 3.1 The Council collects and monitors a wide range of key performance indicators to measure its delivery. Many of these are of a statutory nature and need to be reported to central Government, and there are also a large number of local indicators developed by services to allow them to measure the delivery of Council services.
- 3.2 The Council has developed its own in-house **Integrated Reporting Framework (IRF)** which enables officers to monitor many aspects of the Council's delivery and performance. The framework is a dashboard-based online tool that allows the collection and monitoring of performance data directly from the Council's main business systems in many instances and is now used as the main tool for officers to measure progress. The IRF currently collects and monitors information on the following.
- Service performance through a set of agreed performance indicators
 - Finance Overview
 - Risk Management
 - Contracts and Commissioning Intentions
 - Corporate Data and Intelligence
- 3.3 The IRF has over 200 performance indicators that officers use to measure Council performance. Many of these are of a statutory nature and need to be reported to central Government. There are also a lot of local indicators developed by services to allow them to measure the delivery of Council services. This is considered far too many to meaningfully report to Members through the democratic process, therefore a smaller strategic set of indicators has been chosen to allow Members to focus on some key areas of delivery. In accordance with the layout of the strategic report, these have been themed to follow the three key principles in the Corporate Strategy.
- 3.4 The Panel will receive a short presentation of the IRF during the meeting to familiarise Members with the key tool being utilised by officers to monitor and report on performance.
- 3.5 Officers will be working with Cabinet Members over the coming months to review how sections of the strategic Indicator report and the IRF can be published onto the Council website to improve public transparency.

4 STATUTORY CONSIDERATIONS

- 4.1 There is no longer a statutory requirement for Council to publish the performance of its services.
- 4.2 However, several services such as Adult and Children services and planning still must submit performance information to central government and the relevant inspections bodies such as CQC and Ofsted

5 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 5.1 A full report on the Council's approach to financial recovery was presented to Cabinet on 2nd July 2020.
- 5.2 Council agreed the resourcing requirements for 2021/22 at its Budget meeting in February 2021

6 RISK MANAGEMENT

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

7 CLIMATE CHANGE

- 7.1 As part of its review of corporate performance monitoring, the Council is undertaking a review of service areas delivery against the Climate and Ecological Emergency. The first phase of this project is now complete and covers services largely within the Place Management and Sustainable Places Directorates. An initial collection of measures has been identified and an initial report of these measures is due to be taken to a future PDS panel and an Annual Progress report is also due to be published.

8 CONSULTATION

- 8.1 This report has been cleared by the S151 Officer and Monitoring Officer.

Contact person	Steve Harman, Head of Corporate Governance & Business Insight Jon Poole, Business intelligence Manager
Background papers	Quarter 1 Strategic Performance Report 2021/22 Cabinet Report 9 th September
Please contact the report author if you need to access this report in an alternative format	

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Bath & North East Somerset Council		
MEETING/ DECISION MAKER:	Cabinet	
MEETING/ DECISION DATE:	9 th September 2021	EXECUTIVE FORWARD PLAN REFERENCE:
		E3312
TITLE:	Quarter 1 Strategic Performance Report 2021/22	
WARD:	All	
AN OPEN PUBLIC ITEM		
List of attachments to this report: Annex 1 Strategic Indicator Report qtr. 1 2020/21		

1 THE ISSUE

- 1.1 This report is the first strategic performance report developed using the Council's new **Integrated Reporting Framework (IRF)**. It updates Cabinet on the progress made against a key set of strategic performance measures which assess our progress on delivering the Corporate Strategy and key aspects of service delivery.

2 RECOMMENDATION

The Cabinet is asked to:

- 2.1 Note progress on the delivery of the Corporate Strategy and key aspects of the Council's service delivery, details of which are highlighted in Annex 1.
- 2.2 Indicate any other key service areas to be highlighted and included in the strategic indicator report.
- 2.3 Agree to receive update reports on a quarterly basis

3 THE REPORT

- 3.1 Full Council adopted a new four-year Corporate Strategy at its meeting on 25th February 2020. The document set a new direction for the Council, reflecting the aims of the administration elected in May 2019 and providing a clear approach to the Council's activities and priorities.

3.2 The Corporate Strategy is the Council's overarching strategic plan. It sets out what we plan to do, how we plan to do it, and how we will measure performance over the next four years. It contains a new framework for what we will focus on and how we will work, as follows:

- 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 ecological 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 residents** and **focus on prevention**. These, in turn, help us to identify specific delivery commitments across our services.

3.3 At the same meeting, Full Council also adopted the **Budget for 2020/21** and Financial Outlook report, which set out how the Corporate Strategy will be resourced.

3.4 The Council collects and monitors a wide range of key performance indicators to measure its delivery. Many of these are of a statutory nature and need to be reported to central Government, and there are also a large number of local indicators developed by services to allow them to measure the delivery of Council services.

3.5 The Council has developed its own in-house **Integrated Reporting Framework (IRF)** which enables officers to monitor many aspects of the Council's delivery and performance. The framework is a dashboard-based online tool that allows the collection and monitoring of performance data directly from the Council's main business systems in many instances and is now used as the main tool for officers to measure progress. The IRF currently collects and monitors information on the following.

- Service performance through a set of agreed performance indicators
- Finance Overview
- Risk Management
- Contracts and Commissioning Intentions
- Corporate Data and Intelligence

- 3.6 The IRF has over 200 performance indicators that officers use to measure Council performance. Many of these are of a statutory nature and need to be reported to central Government. There are also a lot of local indicators developed by services to allow them to measure the delivery of Council services. This is considered far too many to meaningfully report to Members through the democratic process, therefore a strategic set of indicators (shown at Annex 1 to this report) has been chosen to allow Members to focus on some key areas of delivery. In accordance with the layout of the strategic report, these have been themed to follow the three key principles in the Corporate Strategy.
- 3.7 Members should obviously be aware that progress against the delivery of the Corporate Strategy and some aspects of service delivery has been hindered by the COVID pandemic and the need to reallocate resources (staffing and finance) away from addressing these priorities in 2020/21. Despite this, some good progress has been made, which is highlighted in Annex 1. For instance:
- In the latest annual residents' survey (Voicebox) carried out last November, residents were asked about the impact of COVID-19 in their local area and how satisfied they are with their local area as a place to live. 87% of residents were satisfied with their local area as a place to live.
 - 64% of residents are satisfied with how the Council runs things, which is an increase since 2018.
 - Nearly 6,700 new trees had been planted on Council owned land at the end of March 2021.
 - The Council has seen an increase in the number of Children on Education Health & Care Plans (EHCP) to over 1,600 at the end of June 2021. This has a direct impact on resources of both the Council and schools.
 - The rate for household waste recycled / composted is over 59%, this demonstrates success in moving towards our zero-waste ambition.
 - We have a statutory responsibility to ensure that people's needs are being met by at least an annual review for Adult Social Care; during the most difficult year the Council has ever faced, we still achieved over 63% of the target.
 - The Council wants to reduce the number of people in a care home setting to demonstrate we are supporting people to maximise their independence. The Council is exceeding its target of 51 home admissions per 100k.
 - The Council also achieved over 94% of Adult Safeguarding enquiries where risks were either removed / reduced during the first quarter.
 - Members should also note that from November 2020 until the final payment period at the end of June 2021, the Council successfully administered nearly 18,000 Business Grants payments to local businesses. Totalling over £44.3m.
- 3.8 This is the first time this report has been reported to Members in this manner and format. Members now have the opportunity to comment on the strategic indicators in the new report and request any changes or addition to the report. These can then

be incorporated to further iterations of the Strategic Indicator Report during the year.

4 STATUTORY CONSIDERATIONS

The Council has a wide range of powers which allow it to deliver the Strategy adopted in February. It should be noted however that the government has introduced an extensive range of new legislation, regulations and guidance during the last 18 months, which may influence how certain aspects of the Strategy are delivered. It was subject to a full Equalities Impact Assessment and it is important that equalities are actively pursued as we implement the strategy.

5 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 5.1 A full report on the Council's approach to financial recovery was presented to Cabinet on 2nd July 2020.
- 5.2 Council agreed the resourcing requirements for 2021/22 at its Budget meeting in February 2021.

6 RISK MANAGEMENT

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

7 CLIMATE CHANGE

- 7.1 A detailed report was presented to Council in January 2021 on our progress in tackling the climate and ecological emergency. The current report provides an opportunity to re-emphasise how these commitments are reflected as "core policies" in delivering the Corporate Strategy. Tackling the climate ecological emergency is also at the centre of our renewal vision.
- 7.2 Monitoring the effectiveness of delivering on Climate Change is one of the key components of the strategic report. Indicators are being developed to allow further monitoring against the Council target.

8 OTHER OPTIONS CONSIDERED

- 8.1 None

9 CONSULTATION

- 9.1 This report has been cleared by the S151 Officer and Monitoring Officer.

Contact person	Steve Harman, Head of Corporate Governance & Business Insight Jon Poole, Business intelligence Manager
Background papers	<ul style="list-style-type: none"> • Corporate Strategy • Cabinet Report May 2021 - Update on Progress against the Corporate Strategy 2020-2024 and COVID-19 Response
Please contact the report author if you need to access this report in an alternative format	

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Bath & North East Somerset Council	
MEETING:	Corporate Policy Development & Scrutiny Panel
MEETING:	27th September 2021
TITLE:	2022/23 Medium Term Financial Strategy
WARD:	All
AN OPEN PUBLIC ITEM	
List of attachments to this report: Appendix 1: Medium Term Financial Strategy 2022/23 - 2026/27 Cabinet Report	

1 THE ISSUE

- 1.1 The Medium Term Financial Strategy was considered by the Cabinet at their 9th September 2021 meeting. It presents the future years Medium Term Financial Strategy that sets how the Council will need to respond to the budgetary impacts of Covid over the next 5 years.

2 RECOMMENDATION

The Panel is asked to;

- 2.1 Note and discuss the Medium Term Financial Strategy.

3 THE REPORT

- 3.1 The Medium Term Financial Strategy 2022/23 – 2026/27 Cabinet report and supporting detailed appendices are included as the appendices to the paper and for Panel consideration.
- 3.2 The report sets out the Councils current financial position including the ongoing impact of Covid on the financial plan and future years budget. The key sections of the report for Corporate Policy Development and Scrutiny to review and discuss are:
- Section 5 – The Current financial position 2021/22
 - Section 6 – The Drivers of Demand
 - Section 8 – Council tax
 - Section 9 & 10 – The Financial outlook and managing the strategy
 - Section 11 – Corporate Strategy and Council priorities

- 3.3 We are now developing the content for wider budget engagement that will need to be informed by the 2022/23 spending review and provisional settlement from Government to Councils. Whilst we are expecting this detail in December the Council is developing new savings proposals to address the £13.1m 2022/23 funding gap identified in the MTFS.

There are assumptions built into our current projections that will require engagement and consultation these include:

- We will need to make reductions in cost to enable us to live within our means, whilst continuing to deliver frontline services that support residents such as Adult and Childrens Social Care.
 - We will need to increase Council tax to enable the Council to fund inflationary pressures, increases in service demand and ensure a fixed income stream into the Council.
 - We will need to think and invest in services differently ensuring capital investment addresses Council priorities.
- 3.4 We will be making more information available on our MTFS for stakeholder engagement in November 2021, this will also be subject to scrutiny by the Corporate Policy Development and Scrutiny Panel.

Subject to the timing of central Government funding announcements we hope to engage on more detailed budget proposals in December / January including reporting to Policy Development and Scrutiny.

4 STATUTORY CONSIDERATIONS

- 4.1 The annual Medium Term Financial Strategy and planning process allocates resources across services with alignment of these resources towards the Council's corporate priorities.

5 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 5.1 These are contained throughout the attached report and appendices.

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 This is an information only report about the Council's Medium Term Financial Strategy, it therefore does not include any decisions that have a direct impact on Climate Change.

8 OTHER OPTIONS CONSIDERED

8.1 None

9 CONSULTATION

9.1 The Cabinet Member for Resources and Deputy Leader has been consulted on the drafting of this report as well as the Chief Executive and Monitoring Officer.

Contact person	Andy Rothery, Chief Financial Officer (S151 Officer) (01225 477103)
Background papers	2021/22 Revenue and Capital Budget Setting reports, 2020/21 Revenue and Capital Outturn Report, 2021/22 Quarter 1 Revenue and Capital Budget Monitoring.
Please contact the report author if you need to access this report in an alternative format	

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APPENDIX 1

Bath & North East Somerset Council		
MEETING	Cabinet	
MEETING DATE:	9 September 2021	EXECUTIVE FORWARD PLAN REFERENCE:
		E 3316
TITLE:	2022/23 Medium Term Financial Strategy	
WARD:	All	
AN OPEN PUBLIC ITEM		
List of attachments to this report: Appendix A – Medium Term Financial Strategy		

1 THE ISSUE

- 1.1 The Medium Term Financial Strategy (MTFS) sets out the strategic direction and priorities for the Council as well outlining the financial context and challenges the Council faces over the next five years and the strategy that will be used to inform its annual budget process.

2 RECOMMENDATION

The Cabinet is asked to;

- 2.1 Approve the attached Medium Term Financial Strategy.

3 THE REPORT

- 3.1 The Medium Term Financial Strategy (MTFS) provides framework for strategic planning, articulating the organisation's key aims and ambitions and guiding our activities with medium term budget setting and planning. This sets out the current financial challenge (including the Covid impact on Council budgets), strategic direction and financial priorities for the Council, as well as the financing mechanisms available to the Council to achieve this.
- 3.2 The MTFS does not detail how individual savings will be made, nor how categories of additional income will be achieved. The focus of the report is on the scope of the work required, and taking place, to meet these targets together with some of the anticipated impacts. Due to the unprecedented financial challenge as a result of Covid the MTFS sets out how the Council will continue to strategically manage and transition the Councils financial recovery.

3.3 The focus is on the next two years for financial planning purposes. However, there is significant uncertainty for next year and beyond because the approach to funding Government nationally and locally is currently under review.

4 STATUTORY CONSIDERATIONS

4.1 The Medium Term Financial Strategy as outlined is part of the preparation for the budget and Council Tax setting for 2022/23 that will be considered by this council in February 2022. Equality analysis will be carried out on specific budget proposals as part of that process.

5 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

5.1 The resource implications are outlined within the Medium Term Financial Strategy attached to this report.

6 RISK MANAGEMENT

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

6.2 The Medium Term Financial Strategy includes a section on specific risks.

7 CLIMATE CHANGE

7.1 The Corporate Strategy highlights that "Addressing the Climate Emergency" is one of the key themes reflected in the administration's priorities. This includes plans to work with local communities to deliver the Council resolution agreed in March 2019 to declare a climate emergency, and for the area to become carbon neutral by 2030.

8 OTHER OPTIONS CONSIDERED

8.1 The supporting paper outlines options for balancing future budgets.

9 CONSULTATION

9.1 A consultation plan is being prepared to ensure stakeholder engagement for the key aspects of the strategy and this will take place in the autumn period, including a series of community engagement sessions.

Contact person	Andy Rothery, Chief Financial Officer (S151 Officer) – 01225 477103; andy_rothery@bathnes.gov.uk
Background papers	Budget and Council Tax 2021/22 and Financial Outlook – Council Agenda February 2021
Please contact the report author if you need to access this report in an alternative format	

APPENDIX 1

Bath & North East Somerset – Medium Term Financial Strategy 2022/23 -2026/27

1. Purpose of the Strategy

The Medium Term Financial Strategy (MTFS) provides a framework which details the available resources for strategic financial planning, articulating the organisation's key aims and ambitions and guiding our activities with medium term budget setting and planning.

The MTFS does not detail how individual savings will be made, nor how categories of additional income will be achieved. Nevertheless, it describes the scope of the work required, and taking place, to meet these targets together with some of the anticipated impacts. Due to the current financial challenges the Council faces the MTFS sets out strategic management options based on the high-level planning assumptions in section 9.

The focus is on the next two years for financial planning purposes with the emphasis on creating a budget to allow the Council to recover from the financial impacts of Covid and to deliver services to improve people's lives. At this stage uncertainty remains for next year and beyond because the national approach to funding local government is currently under review. The MTFS assumes that despite significant cuts in previous years funding, constraints will continue and will therefore be guided by the priority areas of service delivery as set out in the Corporate Strategy.

2. Expected Outcomes from the Strategy

The objective of this document is to set the future years financial recovery and strategic resourcing plan; alongside meeting the administration's priorities for the Council within the context that enables the delivery of a balanced budget over the next five years, but with specific focus on the next two years.

A balanced budget requires the financial plan to set out how income will equal spend over the short and medium term. Plans will take into account cost savings alongside income growth strategies as well as useable reserves.

As a result of the Covid pandemic the scale of the financial challenge remains challenging, the Council is highly exposed due to its reliance on income, alongside the additional demands on Children's and Adult Social Care. The Council has responded to this challenge with a robust set of in year recovery measures that stabilised and balanced the 2020/21 budget. The strategy focusses on how this approach can be adopted in the current and future years addressing the short, medium and long-term financial planning requirements.

3. Executive Summary and recommendations from the MTFS for consideration

The overall aim of the Medium Term Financial Strategy is to:

- Set out and deliver the Council's priorities within affordable and sustainable financial constraints;
- Ensure that the administration's (Council's) strategic priorities are reflected in its capital programme and also that the capital programme is affordable;
- Ensure that cash flows are adequately planned so that cash is available when required and the Council can meet its capital spending obligations; and
- Set a sound financial planning framework to underpin the effective financial management of the Council.

There is a continued lack of clarity around future funding for Local Government, however this will be informed by the Chancellor's Comprehensive Spending Review that will be published in Autumn. This will set out the Government's spending plans for the Parliament and Government Department budgets, informing the Local Government settlement that will be announced in December. The estimates within the Strategy have not made any assumptions on new Government funding that may be allocated in 2022/23. Members will be provided with an update once the changes are known.

Despite this uncertainty the Council still needs to plan its finances for the medium to longer term and therefore the Strategy is based on best estimates at this stage. The Council has a good track record in savings delivery, in 2020/21 the pre-covid budget had a savings requirement of £4.85m, in practice the Council delivered savings of over £11m through its financial recovery plan in response to the Covid pandemic achieving a balanced budget. As a result of the ongoing budget challenge the 2021/22 budget requires the delivery of £8.48m in savings.

The MTFS base case as set out in the report (section 9) estimates that the Council will need to find up to £28.01m (including the £1.31m already identified) in savings over the next five years. The strategy sets out revisions to the base case for consideration that would require holding Council tax increases at 2020/21 levels (3.99%) over the five-year MTFS period (subject to Government guidance). This will result in a savings requirement of £15.95m over the five-year period.

The main contributing factor that is driving the budget gap is the need to operate with a lower commercial income base budget and also the fact that service demand pressures and inflationary uplift is likely to cost more than the additional income raised through Council tax increases.

In the shorter term the profile of the savings shows a requirement of £19.53m over the next two years (£13.12m in 2022/23 of which there are planned savings of £1.31m, followed by £6.41m in 2023/24). This gives a front-loaded profile from the budget rebasing and transition away from the Covid grants received in 2021/22.

To manage this risk the scenario 2 budget sets out a reprofiled saving of £15.25m over the two-year period (£11.06 in 2022/23 and £4.19m in 2023/24).

The current MTFS base case includes increases of 1.99% per annum in Council Tax for each year of the plan. No further increases in Adult Social Care Precepts have been factored into the plan as there has been no further flexibility announced by central Government. The revision to the base case (scenario 2) includes up to 3.99% per annum which is subject to Government guidance for Council tax setting.

To manage financial risk the Council holds £12.58m of unearmarked reserves, if unutilised in 2021/22 the MTFS proposes that the Council continues to hold a commitment of £5m of this reserve for unbudgeted financial pressures that may arise from Covid.

The Council holds Revenue Budget Contingency and Financial Planning / Smoothing reserves that enable one-off transitional funding to meet revenue costs. The MTFS proposes utilisation of £3m of reserves in 2022/23 to create transitional funding enabling the Council to deliver the changes required to reduce its reliance on Commercial Income. These reserves are replenished within the five year MTFS period. Flexible capital receipts will continue to be utilised to fund severance costs that result in delivering ongoing savings, this use will be subject to government guidance for use from April 2022.

Capital spending will focus on the delivery of priority schemes within affordability levels, the 2021/22 Capital is being reviewed to ensure the most accurate delivery timetable, resulting in a more accurate budget profile.

As part of delivering this strategy plans are being put in place to engage with all elected members, partners and the public as part of the budget process for 2022/23 and the following years.

4. The Medium Term Financial Strategy

The MTFS outlines the factors which are expected to drive future costs and sets out the funding projections and our strategy for addressing the funding gap. It supports the medium term policy and financial planning process at the heart of setting revenue and capital budgets.

The core principles underlying the MTFS are as follows:

- That the Council will seek to maintain a sustainable financial position over the course of the planning period and balance the budget on a two year rolling programme;
- That the Council will make provision for pressures, demographic changes, and inflation where appropriate with new priorities added only if “headroom” is achieved;
- The deployment of the Council’s limited resources will be focused towards essential services and those that contribute to the delivery of the Corporate Strategy, tackling the Climate Emergency and giving residents a bigger say.
- Council tax increases have been included within the term of the MTFS to support essential services.

- New sustainable income opportunities are to be identified and maximised wherever possible while maintaining current income streams through current economic uncertainty.

5. The Current Financial Position

2020/21 Outturn

The 2020/21 outturn reported an on-budget position after reserve transfers to Cabinet in July 2021 as follows:

Portfolio	Revised Budget £'m	Outturn £'m	Variance Over / (Under) £'m
Leader	(0.63)	(0.01)	0.62
Resources	8.64	2.03	(6.60)
Adult Services	54.95	50.27	(4.68)
Children's Services	30.96	32.84	1.88
Climate Emergency & Neighbourhood Services	17.00	16.84	(0.16)
Transport Services	(0.36)	(0.06)	0.30
Housing, Planning & Economic Development	4.00	2.83	(1.17)
Community Services	(3.36)	0.72	4.08
Total (before Carry Forwards and Transfers to Reserves)	111.19	105.46	(5.73)
Carry Forwards Requests			0.31
Proposed Transfers to Reserves			5.42
Total (Including Carry Forwards and Transfers to Reserves)			0

Budget 2021/22

The 2021/22 net budget of £130.07m was approved by Council in February 2021. Quarter 1 budget monitoring to the end of June, showed a projected overspend of £1.9m against the revised budget of £130.08m as shown below.

Current monitoring indicates that the Covid restrictions that remained in place during the first quarter of the year has impacted financial performance of income alongside further demand pressures, the Government income reimbursement scheme will only apply from April to the 30th June which creates exposure for reduced income from the 1st July 2021.

Portfolio	Revised Budget £'m	Year End Forecast £'m	Variance Over / (Under) £'m
Economic Development and Resources	10.58	14.01	3.43
Climate and Sustainable Travel	1.23	1.30	0.07
Adults and Council House Building	63.51	63.38	(0.13)
Children & Young People, Communities & Culture	31.78	32.01	0.23
Neighbourhood Services	24.14	24.49	0.35
Transport Services	(3.22)	(3.92)	(0.70)
Planning	2.07	2.71	0.64
Forecast Outturn Variance	130.08	133.98	3.90
Use of Covid Contingency Reserve			(2.00)
Quarter 1 Forecast Outturn Position			1.90

The projected deficit is due to income losses in Heritage Services, combined with Covid demand pressures across services that have been mitigated by the £2m of the Covid contingency reserve.

To mitigate the £1.9m pressure the Council is exploring what in year mitigations are available to prevent further use of reserves, these will be reported through the quarter 2 monitoring to Cabinet.

Analysis of Current Position

Local Government has built its budget plans based on continued reductions in revenue support grant funding.

From 2019/20 the Council revenue support grant has reduced to £0.5m per annum (£31m in 2013/14) as a result we have become more reliant on external income to help fund core Council services. The Covid pandemic has created risk on the Council's reliance on its income through Commercial activity including chargeable services, an overarching aim of this strategy is to diversify income so there is not over reliance on one specific area such as tourism.

6. Drivers of Demand

Covid impact on the Council's income budgets

The Office of National Statistics monthly estimates published on the 12 August 2021 show that GDP increased across all three months at 2.2% in April, 0.6% in May and 1.0% in June 2021. The level of GDP in the UK is now 4.4% below where it was prior to the coronavirus pandemic at the end of 2019. This indicates a steady path to recovery from the easing of restrictions and reopening of businesses.

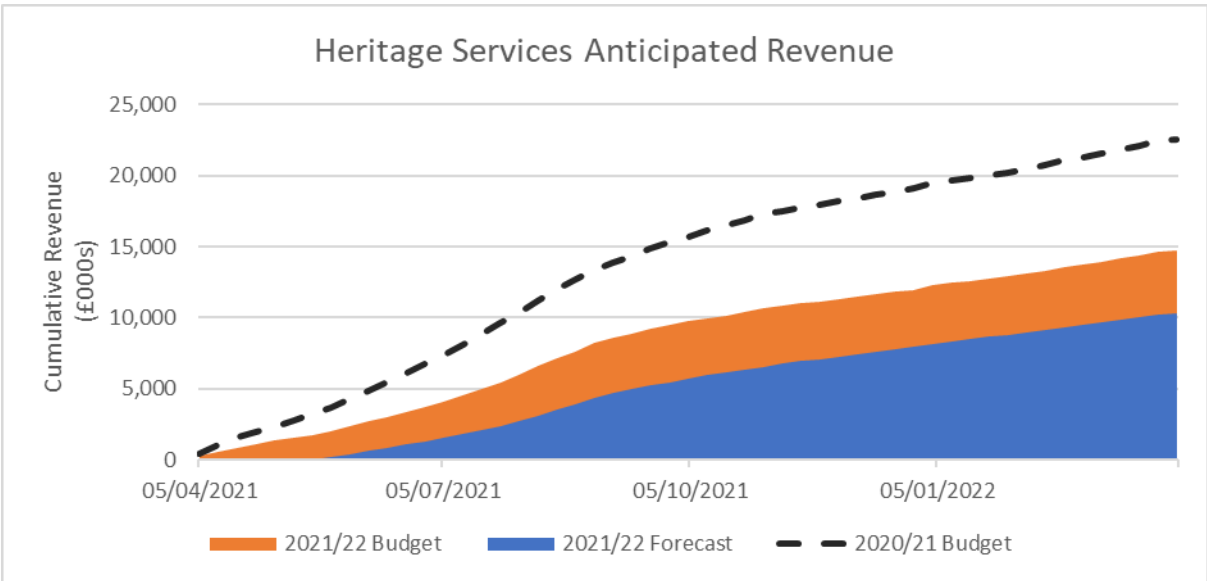
Current performance for the Council’s main income generating services are below:

Heritage Services Income

When the budget was set in late in 2020, it was not anticipated that the Roman Baths, Fashion Museum and Victoria Art Gallery would be closed for the first 6 weeks of the financial year, due to lock-down. This period covered the key periods of Easter and the early-May bank-holiday which usually attract high visitor numbers. Although the budget reflected lower demand due to the pandemic, it did not anticipate the ongoing restrictions, requiring the Roman Baths capacity to remain capped at 20% into the summer.

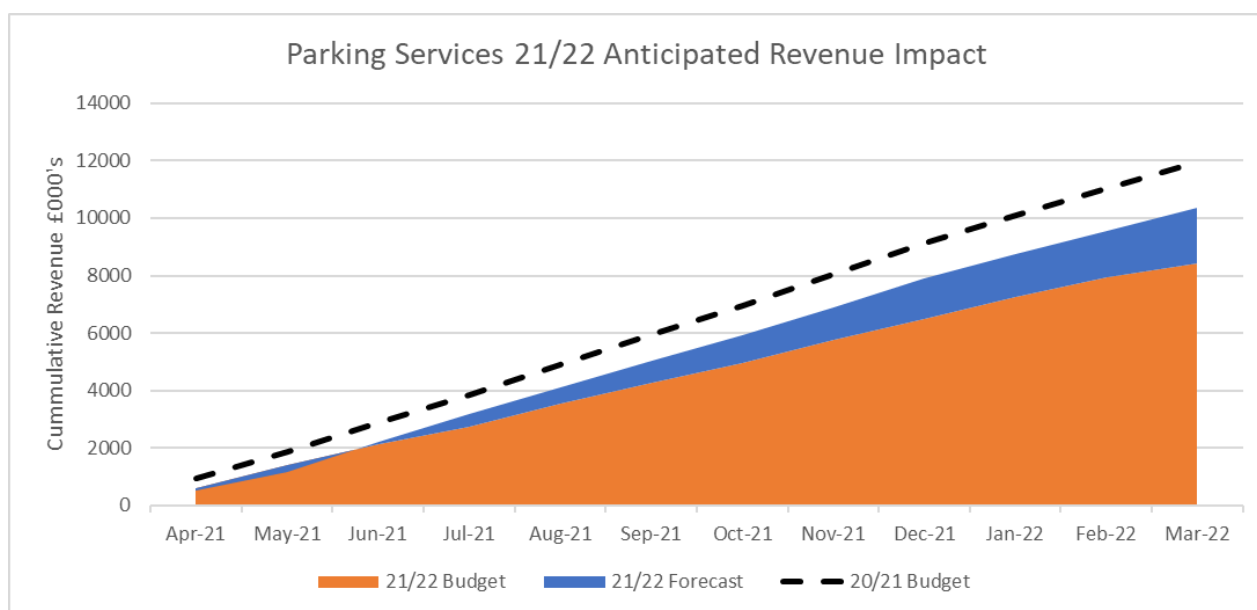
The chart below shows the impact of the lockdown and capacity restrictions on Heritage Services’ income generation; it also demonstrates the positive performance since reopening and that the Service have seen encouraging visitor numbers at the Roman Baths, Fashion Museum and Victoria Art Gallery since these sites reopened in mid-May 2021.

Just over 60% of the £4.5m shortfall in income is mitigated by a combination of in-service cost mitigations and the Local Government Sales Fees and Charges scheme, which ran for Q1 but has now ceased. For context, the chart also shows the pre-pandemic income budget. It is expected to be 2024-25 before income levels return to pre-pandemic levels.



Parking Services Income

Prior to the pandemic, the Parking Services income budget was c£12m. The 2021/22 income budget was rebased to c£8.5m to account for significantly reduced demand. The service is currently projecting a year end £2.5m favourable position due to a large increase in visitors since restrictions were lifted and has seen very positive performance during June and July. The 2022/23 budget has the assumption that parking income will return to pre-pandemic levels and this is a good indication of this change in behaviour. Park and Ride usage is approximately 52% down on 2019, which in turn is contributing to increased car park income as workers in the city centre choose to avoid public transport, with Charlotte Street car park in particular showing a strong yield per space.



Demand Led Services - Social Care

Adult Social Care

The Council has sought to set realistic and deliverable budgets through the MTFS and budgeting process. Significant resource has been added to Adult and Children's services over the last few years whilst both services have delivered other savings and efficiency gains.

The MTFS assumes that the Social Care funding included in the 2021/22 settlement will continue throughout the MTFS period, this is made up as follows:

Grant	B&NES Allocation
Social Care support grant	£4.26m
iBCF Grant	£4.76m

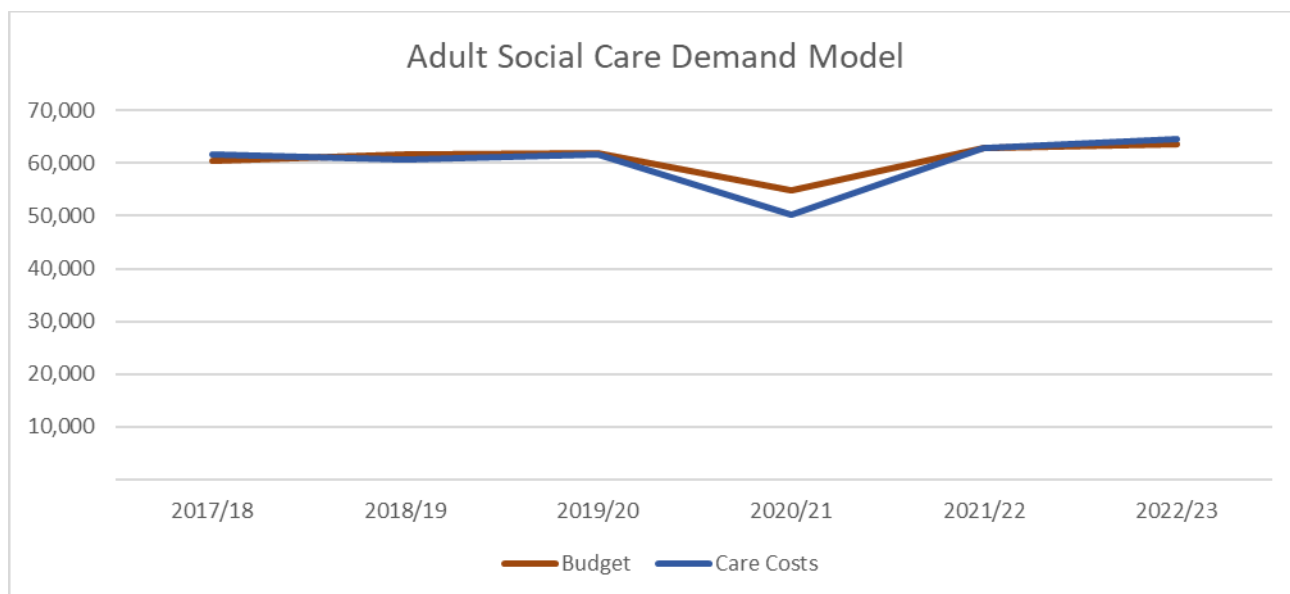
The iBCF grant is part of the pooled budget with the B&NES Clinical Commissioning Group and ring-fenced to exclusively fund Adult Social Care.

Adult Social Care services (ASC) have been greatly affected by the Covid-19 pandemic in both activity and cost, throughout 2019/20 and continuing through 2020/21. Placement's resulting from hospital discharges have been funded via the NHS funded Discharge Pathway, which has reflected in lower social care placements being funded from the Social Care budgets. Whilst the impact of Covid-19 on ASC provision is dynamic, the challenges facing ASC nationally as well as locally continue and include factors such as increasing demand, both in activity and complexity, capacity to deliver required care and market stability issues in the independent sector. These challenges are impacting all ASC users and carers and include all support reasons.

During the first part of 2021/22 direct support has continued to be provided to the market through the government infection control funding that allocated £2m to continue cover to 30th September 2021. This is not expected to continue.

The MTFS allocates £12.8m for demographic and contract inflation pressures within ASC over the next five years, service demand levels are being reviewed in detail as the current trend has shown that caseload has slowed, but complexity of need and provider cost has increased.

The following graph shows the impact of demographic and inflationary growth in ASC on the budget and outturn position since 2017/18:



The above graph reflects the 2020/21 impact of Covid-19 and shows that the Council budget and care costs have much closer alignment. Forward demand has been assumed as in previous years but may change as the full impact of the pandemic on future demand (cost and activity) becomes clearer including the impact of long-term isolation on already vulnerable people.

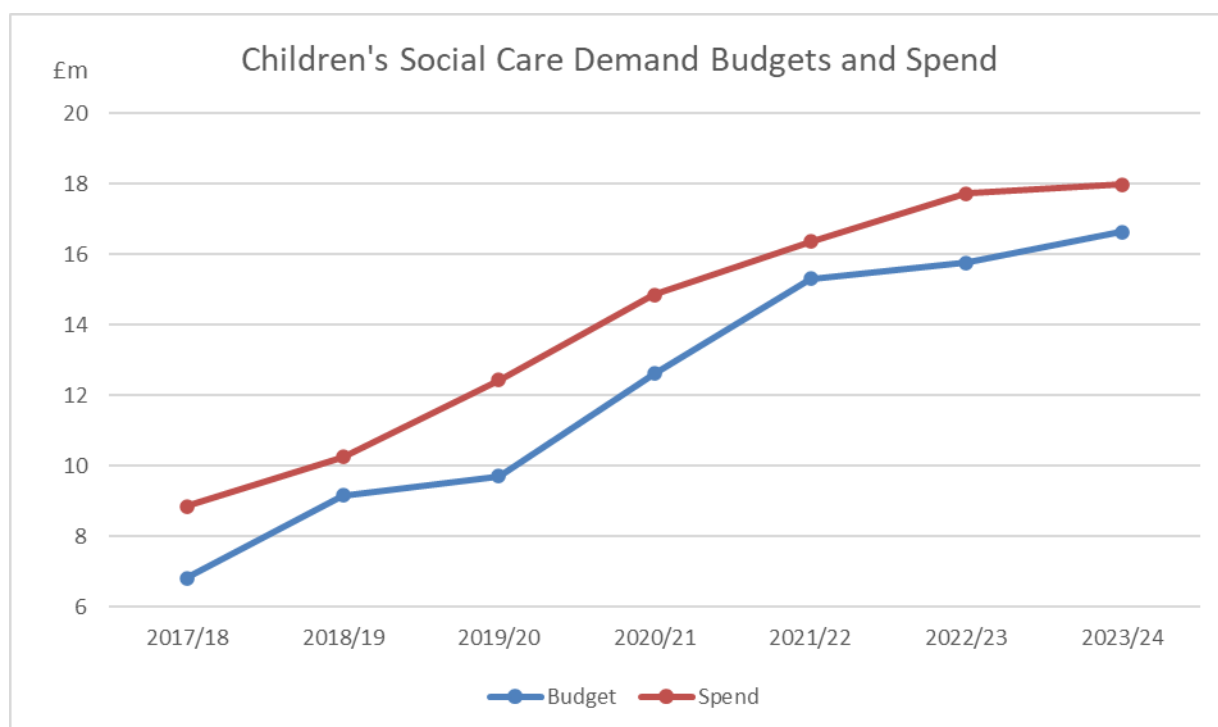
The Council has also embarked on an ambitious programme of service transformation in adult services, much of this integrated with local health service provision. The programme focusses on:

- Early intervention and Community resilience reviewing how ASC links with other services within B&NES and across the community.
- Enhancing the social care front door to support people when presenting for social care needs. The project will review how we can support people regardless of which service they have come from and aim to take a holistic approach rather than a service led response.
- Managing the Councils budget to meet demand needs without overspending through robust needs assessment, care planning and reviews.
- Reviewing the Reablement Service to establish a new service model to meet demand.
- The transition of people from Children's services to Adult services, this is being undertaken by both services not just adults.

- Community Mental Health Services Framework, this is a 3-year transformation project with an aim to expand and transform services and implement a model that meets demand.

Children's Social Care

As demonstrated from the graph below Children's Services expenditure has not been manageable within the budget envelope. A rebasing exercise was completed for the 2020/21 budget, which added £2.1m additional funding to reflect the increasing cost and number of children in care, in addition to the increasing costs of supporting disabled children at home. A further rebase was needed in the 2021/22 budget also, adding a further £2.7m into the demand driven Social Care budgets. The number of children looked after (LAC) by the Council has risen by over 40% in the past 5 years to 188 in 2020/21 (although this higher level is in line with similar authorities). The MTFS allocates £5.3m for demographic and contractual inflationary pressures within Children's Services over the next five years.



A further area of pressure within Children's Services is the significant increases in children and young people with SEND. This is adding to the pressure on the Dedicated Schools Grant managed by the Council. The 2020/21 outturn resulted in a DSG cumulative overspend of £5.42m. During 2020/21 the spend on pupils with a Statement or EHCP increased by 23% when budget allocations from the DFE through the High Needs Block allocation increased by 8%. During the first part of 2021/22 the incidence of cases and costs has continued to rise, and predictions are showing that the overspend could increase to as high as £12m. These increases will have to be met from the Dedicated School Grant of future years and a deficit management plan will be required to be submitted to the DFE showing how we will recover the overspend.

The overspend is recorded as a specific reserve in the Local Authority (LA) accounts.

The LA has joined with the 3 other South West Council's, to write to the government highlighting the scale of the difficulties being observed across the region.

Children's Services are very cognizant of the continued financial pressure that is resultant from the expense of providing appropriate care and placements to meet the needs of our children and young people. The service will continue to review the models of care we utilise, opportunities to bring in external investment and good practice, and to scrutinise individual needs and placement costs in order to mitigate these financial pressures wherever possible. A key enabler for long term cost reduction is the Children's Services Transformation Programme, which has already delivered cost savings in 20/21, and has a full programme to deliver more in 22/23 and beyond.

7. Outlook for Government Grant Funding

Covid Grants and Support

The MTFS assumes that the 2020/21 & 2021/22 Government response and financial support package to Councils was one-off and will not continue in 2022/23. We are seeking clarity from government on further support that will address the material income reductions faced by Councils. This is likely to be confirmed in the December Provisional settlement.

New Homes Bonus

The Local Government Finance Settlement for 2021/22 confirmed the payment of £0.759m for new housing growth over the previous year, taking the total New Homes Bonus Grant (NHB) to £3.064m for 2021/22. The settlement announced that the uplift for 2021/22 would only be paid for one year without the further 3 years of legacy payments which are made for growth rewarded in 2019/20 and prior years.

The table below shows the likely annual remaining funding which is reflected in the MTFS.

	Total New Homes Bonus Grant		
<i>Payment relating to:</i>	2021/22 £'m	2022/23 £'m	2023/24 £'m
2021/22	0.759		
2020/21			
2019/20	1.392	1.392	
2018/19	0.913		
Total	3.064	1.392	0.000

The MTFP also reflects an estimate of the Council's share of the nationally top-sliced funding for NHB being redistributed based on the old relative needs grant formula from 2022/23 onwards.

Retained Local Business Rates – 100% Business Rate Retention Pilot

The 2021/22 Local Government Finance Settlement confirmed that the West of England 100% Business Rate Retention Pilot would continue into 2021/22. The

estimated benefit is approximately £3.2m in 2021/22. No further announcements have been made yet by government on whether further extensions will be made past 2021/22. The plan currently assumes that this benefit will be removed as part of the review of Local Government Financing and Fairer Funding Review and that the Council will revert to the 75% Business Rate Retention Scheme currently planned for 2022/23.

The 2021/22 Budget included financial risk adjustments for likely levels of future Business Rate income reflecting the Covid 19 related pressures impacting on the business sector together with making specific provisions for appeals. These assumptions will be kept under review as the final budget is developed. Any surplus or deficit on the Business Rate Collection Fund and associated income will be transferred to or from the Business Rates Reserve for consideration as part of the Business Rates calculations for future years. This approach will include any changes that arise from the final settlement announcement relating to Business Rates.

The government announced additional flexibility to Local Authorities in financing any Collection Fund deficit that was forecast in 2020/21 in light of the Covid 19 impact on income. The MTFS factors in the spreading of the forecast 2020/21 collection fund deficit based on the estimate that was made when setting the 2021/22 budget. The position will be reviewed and updated to take account of both the actual 2020/21 outturn and the 2021/22 in year performance of the Collection Fund as part of finalising the Business Rate income forecasts for the 2022/23 budget.

Schools Funding

Schools are funded through the Dedicated Schools Grant (DSG) which is initially allocated to the Council by the Department for Education (DfE). The DSG supports all expenditure in schools (who set their own budgets) and the activities that the Council carries out directly for schools. It does not cover the statutory responsibilities the Council has towards parents. These responsibilities are funded through the Council's main revenue funding and included as part of the proposed budget.

As schools convert to academies the DfE take back the element of DSG payable to the local authority in order to make payments direct to the academies.

Provisional school allocations have been received from the DfE and show an overall increase of approx. 2.81% in the total allocations. Individual schools are protected under the National Funding Formula (NFF) to a 2% per pupil increase though many will receive a larger increase.

With the introduction of the NFF the DSG was ring-fenced for schools from 2018/19 making the local authority responsible for the demographic pressures being observed in the SEND / High Needs element of the DSG. The local authority will need to submit a deficit recovery plan to the DfE to recover the deficit that exists at the end of 2021/22.

As part of the recovery the schools asked to contribute resources from schools allocations to support the SEND expenditure. Regulations allow up to 0.5% of the schools block to be transferred to the high needs block to support the SEND expenditure providing approval of schools through the Schools forum is obtained. The Schools forum has agreed this transfer every year up to 2021/22.

The school's contributions are limited to 1 year under the NFF regulations and therefore further consultation is currently underway to gain a transfer from the schools block in 2022/23. This continues the transfers that have occurred in prior years, and would amount to approx. £600k.

The Education Capital Programme has been utilised to direct resources to provide additional SEND places in mainstream schools and extend special school provision. This forms part of our SEN strategy to limit expenditure of expensive independent specialist provision in order to recover the DSG deficit that currently exists.

When schools convert to academies their reserves transfer to them and therefore school reserves have reduced significantly as a result reflecting that only 10% remain as maintained schools.

Social Care Grant

The MTFS assumes that government will not reduce grant funding into Social Care as outlined in the section 6 of the report. It is anticipated that the pending Social Care reform and Government Green paper will bring fundamental changes to the ongoing funding methodology. At the stage it is prudent to plan on the basis of existing funding with the assumption that there will not be a net reduction.

Better Care Fund

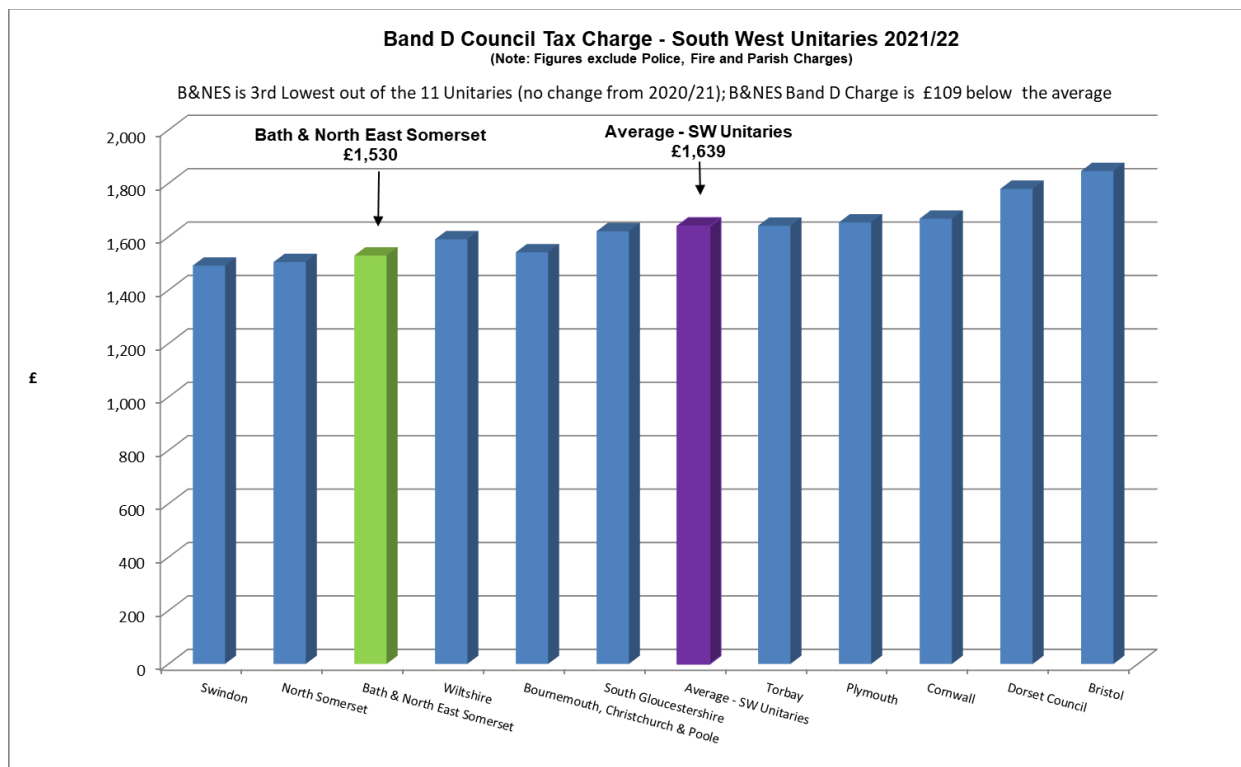
The Better Care Fund is intended to incentivize the integration of health and social care, requiring Clinical Commissioning Groups and Local Authorities to pool budgets and agree an integrated spending plan. Greater integration is seen as a potential way to use resources more efficiently, by reducing avoidable hospital admissions and facilitating early discharge from hospital. The Government announced that the Better Care Fund was under review for 2020/21 but no further announcements have been made to date due to the impact of the pandemic.

The Council and CCG's Better Care Fund has a minimum CCG funding contribution of £13.3m in 2021/22 a 5.3% uplift on 2020/21. The Strategy currently estimates that funding will continue at current levels with inflationary uplift given annually to help fund the known pressures on both the Council and the CCG.

8. Council Tax

Comparison of 2021/22 Council Tax

The chart below shows how B&NES compares (3rd lowest) to other South West unitary authorities:



Council Tax collection fund

The government announced additional flexibility to Local Authorities in financing any Collection Fund deficit that was forecast in 2020/21 in light of the Covid 19 impact on income. The MTFS factors in the spreading of the forecast 2020/21 collection fund deficit over 2022/23 and 2023/24 based on the estimate that was made when setting the 2021/22 budget. The forecast for 2022/23 has been updated to include the improved 2020/21 actual Council Tax collection fund outturn position providing a net surplus to be released of £0.76m. This forecast will be reviewed and updated to take account of the 2021/22 in year performance of the Collection Fund as part of finalising the Council Tax base and income forecasts for the 2022/23 budget.

Council Tax Precept

The current funding gap in the MTFS assumes a **1.99% increase** in council tax each year. This assumes that the Government's referendum principles in respect of general Council Tax will continue to allow increases of up to 2% before a referendum is required. In addition, the MTFS assumes that the Council tax base will grow with incremental growth of 1% per annum from 2022/23 onwards.

Adult Social Care Precept

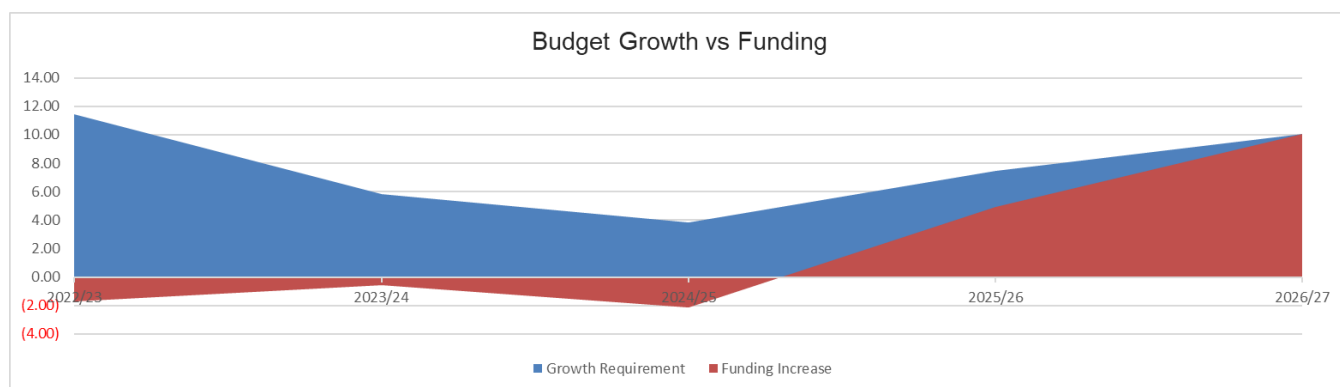
The Government has continued to recognise some of the pressures facing Adult Social Care (ASC) authorities, providing for a one year continuation of the specific increase in the local council tax precept ringfenced to ASC of 2% in 2021/22. There has been no further indication from central Government to extend the precept beyond 2022/23 and therefore no further increases have been factored in at this time.

9. Financial Outlook

Currently the MTFS shows a projected budget gap for each year of the plan as follows:-

Budget Planning	Future years assumptions					Total
	2022/23	2023/24	2024/25	2025/26	2026/27	
Growth Requirement	11.43	5.83	3.83	7.43	10.04	38.56
Funding Increase	(1.69)	(0.59)	(2.14)	4.92	10.04	10.54
Annual Funding gap	13.12	6.41	5.97	2.51	0.00	28.01
Savings Proposals	1.30					1.30
Remaining Funding Gap	11.82	6.41	5.97	2.51	0.00	26.72

The funding gap over the medium term can be analysed further to identify additional pressures on expenditure and the impact of funding reductions in income as follows:



Indicative Budget Forecast

The detail of the budget gap is shown in the table below and outlines additional cost pressures and reduced funding:

Budget Planning	Future years assumptions £m				
	2022/23	2023/24	2024/25	2025/26	2026/27
Budget Requirement (Previous Year)	130.07	128.38	127.79	125.65	130.58
Budget Adjustments	0.41	0.00	0.00	0.00	0.00
Pay & Pension	1.51	2.07	2.09	2.12	2.15
Demographic Growth	1.78	1.79	1.79	1.79	2.79
Contract Inflation	2.02	2.09	2.16	2.21	2.24
New Homes Bonus Pressure	0.75	0.89	0.00	0.00	0.00
Capital Financing	1.00	1.00	1.00	1.00	1.00
Settlement grant funding	5.55	0.00	0.00	0.00	0.00
Budget pressure / rebasing	(1.61)	(2.01)	(3.20)	0.31	1.86
Draft Budget Before Savings	141.50	134.21	131.63	133.09	140.61
Proposed Savings Plans	(1.30)	(0.09)	0.00	0.00	0.00
Estimated Savings Required	(11.82)	(6.33)	(5.97)	(2.51)	0.00
Budget Requirement	128.38	127.79	125.65	130.58	140.61
Funding of Budget Requirement					
Council Tax	105.87	107.73	111.53	114.89	118.35
Business rates retention	19.09	19.63	21.12	21.69	22.27
Business rates retail relief deficit (20/21) - s31 grant funded	0.00	0.00	0.00	0.00	0.00
Reserve transfer from Business Rates retail relief reserve	0.00	0.00	0.00	0.00	0.00
Reserve transfers From	0.43	0.43	0.00	0.00	0.00
Reserve transfers (To)	3.00	0.00	(7.00)	(6.00)	0.00
Funding of Budget Requirement Total	128.38	127.79	125.65	130.58	140.61

The forecast includes the following cost pressures and assumptions:

- **Pay Inflation** – Estimated 2.00% per annum.
- **Council tax** – Assumed at 1.99% excluding Social Care precept.
- **Pension Costs** – Have been revised in line with the recent revaluation for the next two years followed by a 1% increase per annum from 2023/24;
- **Demographic Growth & Increase in Service Volumes** – Additional demand from new placement and market pressures in Adult & Children Social Care;
- **Interest Rates** - Continued very low rates of interest of around 1% per annum for treasury management cash investments. The Council will maintain a minimum cash policy;
- **Inflation** – CPI projections held at existing planning levels of 2%, this will be refreshed for the detailed budget proposal based on ONS data.
- **Budget Pressures / Rebasing** – 2022/23 budget rebasing of income budgets taking account of Covid recovery, with improvement in future years.
- **Capital Spending** – an allowance has been made to fund a minimal number of new schemes given current financial constraints;

- **Borrowing** – longer term borrowing costs have been factored into the MTFS however the authority will continue to optimise the use of cash balances subject to market conditions and the overriding need to meet cash outflows;
- **New Priorities** – from April 2022 will be developed with the administration as part of the Corporate Strategy and have not yet been factored into the plan.
- **Reserves** – Planned use of £3m reserves to the transitional pressures from reduced income, and £5m commitment against un-earmarked general reserve for unbudgeted Covid pressures.

10. Managing the Medium Term Financial Strategy

Current estimates are that £28.01m savings will now be required over the next five years including savings already approved.

The strategy has outlined that the savings will be reviewed on a two-year rolling profile which means that there is currently a gap of £19.54m, including the pre-approved savings of £1.39m. Due to the budget rebasing from income loss this puts 70% of the 5 year MTFS savings in 2022/23 and 2023/24 with £13.12m to find next year.

This gives a challenging target next year which is 10.2% of the estimated net budget of £128.38m. Through early engagement and service planning options are being worked up to address this funding gap through cost reduction and income generation plans.

Budget management plan

The following approach is recommended to create a robust plan of action, manage change and balance the budget.

Focus on short to medium term savings that enable Covid-19 recovery and meet the following principles:

3 Key Principles

- Manifesto & Corporate Strategy aligned and Member engaged with Cabinet assurance and oversight of all proposals.
- Corporate Focus on areas of Strategic Priority: Structure, Income, Social Care, Property Services, Customer Contact - High financial value and organisational benefit required.
- Directors are collectively responsible for generating service plan savings – Achievable with minimal disruption to services and the public.

To ensure:

- Removal of duplicated effort & improved service delivery.
- Use of technology for smarter working.
- Change is resourced appropriately to deliver results.
- The implementation and delivery of the budget proposal is Director led and Finance facilitated.

The following strategic planning themes will enable the Council to break down the actions needed to address the short, medium and long term. An overarching theme that underpins delivery plans will be ensuring that the Climate and Nature Emergency is supported with no adverse impacts.

Stabilise – Short term

- Reduce reliance on income through reducing expenditure and broaden income base wherever this is possible.
- Ensure temporary corporate and service mitigations are in place.

Transition – Medium term

- Reset business plans looking at new delivery models
- Revise the Councils operating structure
- Maximise opportunity and reduce travel through IT and smarter working
- Minimise cost to reflect lower income base

Change – Long term

Implement new strategies for:

- Commercial income management
- Social Care delivery
- Resident focussed service delivery models

To manage the strategy financially and in practice there will need to be fundamental changes to the way we approach budget planning to ensure a fully achievable set of proposals can be taken forward in the 2022/23 Budget proposal.

The following scenario's show how the MTFS base case can be revised to give a realistic and manageable savings profile based on some core assumptions which may change subject to further guidance on Council tax setting and business rates:

Scenario 1

Council tax at 1.99% and no social care precept + utilise £3m of one-off funding to fund income loss transition through temporary use of reserves. Funding repaid in full within the 5-year MTFS period.

Scenario 2

Maintain Council tax and social care precepts at 2020/21 levels (1.99% General and 2% Social Care) of a minimum of 3.99% throughout the MTFS term (Subject to government decision on the Council tax cap). This will help rebase Council funding levels as the graph in section 8 illustrates that B&NES is well below the South West average.

Scenario 3

As scenario 2 with the addition of the business rates pilot continuing for 2022/23, this will enable the Council to retain £3.2m of base budget funding.

MTFS projection from Scenario 1 – 3

Taking in to account the above scenarios the MTFS projections have been revised as follows:

NOTE: This is for illustration purposes only and may not be the final option put forward in the budget proposal.

Budget Planning	Future years assumptions					Total
	2022/23	2023/24	2024/25	2025/26	2026/27	
Annual Funding gap						
Scenario 1 (1.99% Council Tax)	13.12	6.41	5.97	2.51	0.00	28.01
Scenario 2 (+2% Social Care precept)	11.06	4.19	3.57	(0.08)	(2.79)	15.95
Scenario 3 (+£3.2m Business rates retention)	7.86	7.39	3.57	(0.08)	(2.79)	15.95

Summary of changes

Scenario 1:

To manage budget risk, it is recommended to progress plans under scenario 1 as there are factors outside of the Council's control in scenario 2 and 3. Both scenario 2 and 3 will be predicated on the outcome of the provisional settlement announcement from Government.

Scenario 2:

The continuation of a 2% Social Care precept throughout the five-year period would improve the 2022/23 position by £2.06m and £12.06m over five years.

Scenario 3:

The combination of a one-year extension to the business rates pilot and Social Care 2% precept would improve the 2022/23 position by £5.26m and £12.06m over five years.

Following the Government Spending Review and settlement announcement the budgetary assumptions will be refreshed and incorporated into the Councils budget proposal that will be presented to Cabinet and Council in February 2022.

Affordability risk

The use of one-off funding including reserves needs to be managed in an affordable way, there is a risk of over reliance on reserves needing repayment that will become unaffordable if one-off reserve mitigations are used to reprofile savings further into future years.

The illustration below shows the impact on Council finances from using reserves to balance the budget for the next two years:

Budget Planning	Future years assumptions					Total
	2022/23	2023/24	2024/25	2025/26	2026/27	
Growth Requirement	11.43	17.65	22.06	7.43	10.04	68.61
Funding Increase	(1.69)	(0.59)	(2.14)	4.92	10.04	10.54
Annual Funding gap	13.12	18.23	24.20	2.51	0.00	58.06
Savings Proposals	1.30					1.30
Use of reserves	(11.82)	(18.23)				(30.05)
Remaining Funding Gap	(0.00)	0.00	24.20	2.51	0.00	26.72

To fund all service inflationary and demand pressures with no further savings the Council would need to spend £30.05m of its reserves. This is 2.4 times the £12.58m of un-earmarked general reserves the Council holds, in addition to balance the budget the Council would need to deliver £24.2m of recurrent savings in 2024/25.

This highlights that one off funding should only be used as a short-term, temporary intervention whilst a permanent solution is implemented, for example to mitigate the timing risk of savings being realised in full part way through the financial year.

11. Corporate Strategy and Council priority areas

The Medium Term Financial Strategy sets out the financial framework for allocating resources across the Council. How this is achieved will require close alignment to the Corporate Strategy as set out below.

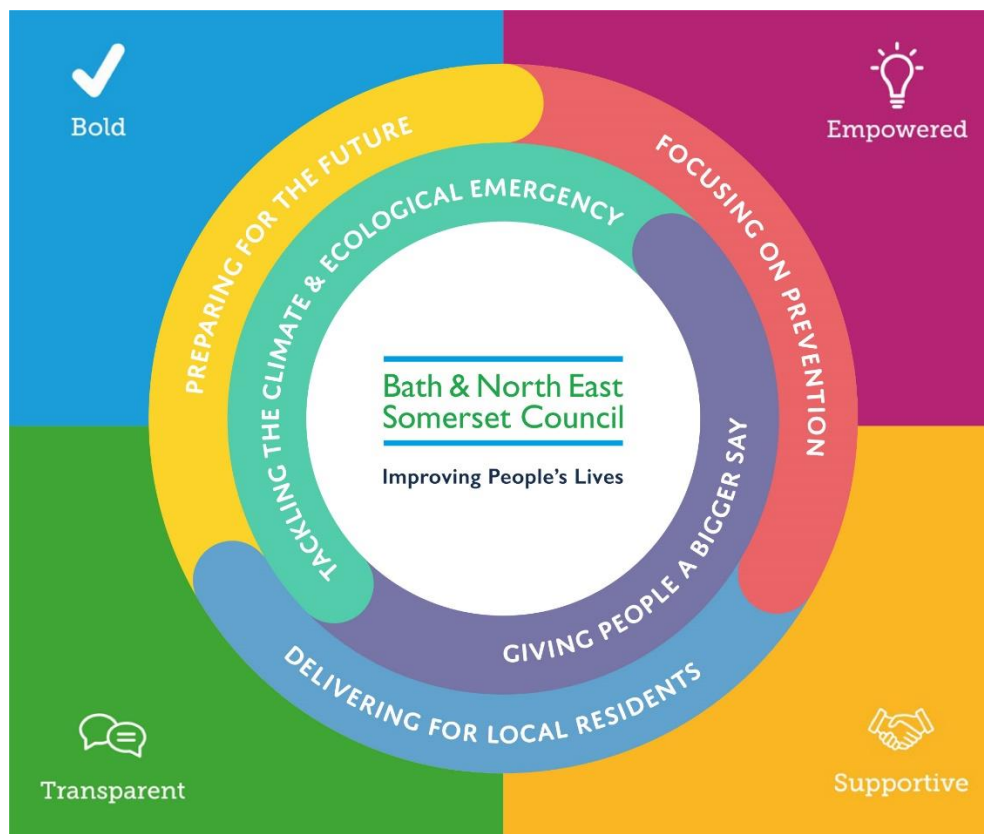
ONE: We have **one** overriding purpose – to improve people’s lives.

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 ecological 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 ensuring 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.

Areas of strategic priority and focus over the next two years will include:

- Ongoing investment to deliver joined up and more effective transport schemes across the council area, with a particular focus on creating low traffic neighbourhoods and more opportunity to prioritise walking and cycling and the introduction of financial incentives to reduce inward commuting through the extension of RPZs.
- Continued investment to support the most vulnerable people in our communities.
- Continued commitment to secure action to address the climate and ecological emergency.
- Focus on supporting the local economy to recover from the impact of the pandemic with a particular priority to work with partners to rebalance the economy to reduce the dependence on retail, hospitality and tourism.
- Deliver the “Preparing for the Future” programme to modernise the council with a focus on improved asset management and flexible working, reduce the need for staff to travel unnecessarily across the region.
- Deliver new ways for our residents, businesses, partner organisations, visitors and internal service teams to interact and receive council information and services, using digital channels.
- Ensuring that we are able to manage labour market demands and fluctuations across our workforce but particularly in operational roles in both social care and neighbourhood services.

12. Capital Programme

The Prudential Code for Capital Finance in Local Authorities was updated in December 2017. The objectives of the Prudential Code are to ensure that the capital expenditure plans of local authorities are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good professional practice and in full understanding of the risks involved.

It requires authorities to assess capital expenditure and investment plans in the light of overall organisational strategy and resources and ensure that decisions are made with sufficient regard to the long-term financial implications and potential risks to the authority.

The Council follows this approach through:

- Continuing to review all existing schemes and simplify, revise, reprofile or remove as necessary;
- Minimising new schemes except those that meet corporate priorities;
- Agreeing an affordable limit for new schemes requiring corporate borrowing;
- Ensuring adequate investment in assets supporting key service provision (including meeting health and safety requirements or replace obsolete or inefficient assets/equipment); and
- Delivering or working with partners to deliver high priority government funded programmes and WoE programmes where they meet corporate priorities.

The Capital Programme will retain the clear separation of schemes for **Full Approval** and those which are for **Provisional Approval**.

Items gaining **Full Approval** are clear to proceed to full scheme implementation and delivery, subject to appropriate project management and governance.

Items for **Provisional Approval** will require either a further Officer decision and in some cases a formal Executive decision for Full Approval. The budget estimates for schemes shown for Provisional Approval are therefore included on an indicative basis, and as an aid to planning.

The Capital Programme will retain narrative only reference to pipeline projects and grant funding in early stage progression. These items will require further decision to incorporate into the programme at a later date, in line with the delegations outlined in the February Budget report.

The capital programme is aligned with the Community Infrastructure Levy allocations agreed for the coming financial year.

The following shows the capital programme approved in February 2021 as part of budget setting:

Capital Schemes for Approval

Cabinet Portfolio: Capital Schemes	Budget 2021/2022 £'m	Budget 2022/2023 £'m	Budget 2023/2024 £'m	Budget 2024/2025 £'m	Budget 2025/2026 £'m	Total £'m
Resources & Deputy Leader	18.813	0.110	0.670	0.000	0.000	19.593
Adult Services	0.050	0.000	0.000	0.000	0.000	0.050
Children's Services	4.770	0.000	0.000	0.000	0.000	4.770
Climate Emergency & Neighbourhood Services	0.919	0.000	0.000	0.000	0.000	0.919
Transport Services	9.755	0.000	0.000	0.000	0.000	9.755
Housing, Planning & Economic Development	31.693	22.356	10.560	1.271	0.000	65.880
Community Services	3.098	0.210	0.130	0.000	0.000	3.438
Corporate Capital Contingency	0.408	0.000	0.000	0.000	0.000	0.408
Total	69.506	22.676	11.360	1.271	0.000	104.813

Capital Schemes for Provisional Approval (Subject to)

Cabinet Portfolio: Capital Schemes	Budget 2021/2022 £'m	Budget 2022/2023 £'m	Budget 2023/2024 £'m	Budget 2024/2025 £'m	Budget 2025/2026 £'m	Total £'m
Resources & Deputy Leader	39.211	5.010	3.500	3.500	3.500	54.721
Children's Services	15.913	0.000	0.000	0.000	0.000	15.913
Climate Emergency & Neighbourhood Services	22.998	1.767	1.365	2.607	0.000	28.737
Transport Services	11.587	9.729	6.874	8.009	6.959	43.158
Housing, Planning & Economic Development	31.815	5.230	3.420	0.615	0.000	41.080
Community Services	4.821	2.001	0.704	0.678	0.021	8.225
Total	126.346	23.737	15.863	15.409	10.480	191.834
Grand Total	195.851	46.413	27.223	16.680	10.480	296.647

The current capital programme that was approved in February 2021 was funded as follows:

Financing	Budget 2021/2022 £'m	Budget 2022/2023 £'m	Budget 2023/2024 £'m	Budget 2024/2025 £'m	Budget 2025/2026 £'m	Total £'m
Grant	70.774	10.796	8.976	7.258	4.829	102.633
Capital Receipts/RTB	4.150	1.865	5.700	0.000	0.000	11.715
Revenue	0.202	0.000	0.000	0.000	0.000	0.202
Borrowing	110.694	30.347	11.621	9.308	5.651	167.620
3rd Party (inc S106 & CIL)	10.031	3.405	0.926	0.114	0.000	14.476
Total	195.851	46.413	27.223	16.680	10.480	296.647

Note this does not include slippage from 2020/21 which totalled £35.9m.

An allocation of £1m revenue budget to support new schemes has been factored into 2021/22, of which £0.3m remains to fund new proposals as part of this years budget report, with £0.5m included in future years of the Medium Term Financial Strategy. This enables high priority schemes to be approved as well as considering the impact on the revenue budget. The more detailed capital strategy will be updated for approval as part of the budget in February 2021.

Capital receipts will be used flexibly on appropriate revenue expenditure and further adjustments may be made as part of setting the budget for 2022/23 subject to the revised government guidance being published. The current programme will continue to be reviewed to ease this financial impact.

The intention is to take a measured approach between borrowing in the current market climate and the utilisation of internal cash flow wherever possible. Borrowing has been factored into the strategy to ensure that the authority can meet its future borrowing obligations as well as taking advantage of current low interest rates. The decision on the timing of new borrowing will still be driven by market factors, particularly movements in interest rates to provide overall value for money to the Council

Capital Risk Contingency

There are three levels of risk provision in relation to the capital programme.

- Individual major projects within the capital programme hold their own contingency in accordance with good project management practise to meet unavoidable and unforeseen costs;
- The capital programme includes a funded corporate risk contingency of £2.3m;
- The corporate risk assessment on which the general reserves target is based includes an element in the context of the capital programme based on the risks of the current programme.

As with all capital projects, relevant risks are being considered as part of the overall risk-assessed general reserves and the Corporate Risk Register.

Minimum Revenue Provision (MRP) Policy

The Council is required to make revenue provision to repay capital spend that is financed by borrowing (either supported or unsupported). This is called the Minimum Revenue Provision (MRP). The Department of Communities & Local Government has issued regulations that require full Council to approve a MRP Policy in advance each year, or if revisions are proposed during the year they should be put to the Council at that time. The policy was updated in February 2020 and there are currently no revisions proposed.

11. Earmarked and Non-Earmarked Reserves

Earmarked Reserves are set aside for specific purposes whereas Non-Earmarked Reserves are retained to meet unforeseen risks. A regular review of financial risks to assess the optimum levels of balances and reserves will be reported to members annually. This ensures that the authority has sufficient funds to meet its key financial risks. The strategy remains that balances remain at a level that covers these key risks.

To manage financial risk the Council holds £12.58m of unearmarked reserves, if unutilised in 2021/22 the MTFS proposes that the Council continues to hold a commitment of £5m of this reserve for unbudgeted financial pressures that may arise from Covid. This reserve will be accessed if unplanned financial pressures cannot be mitigated by government grant or service recovery plans, which would leave a reserve balance of £7.58m that is within Council benchmark levels for unearmarked reserves as a percentage of net budget.

The following table shows each of the key reserves held for financial planning, the expected opening balance for 2022/23 and anticipated closing balance after the projected use:

	Estimated Balance 31/03/2022 £'m	Projected Use in Year £'m	Current Estimated Balance 31/3/23 £'m
Revenue Budget Contingency	2.50	0.00	2.50
Financial Planning and Smoothing Reserve	6.66	3.08	3.58
Transformation Investment Reserve	2.00	2.00	0.00
Restructuring & Severance Reserve	2.18	0.0	2.18

Following on from the Council's 2020/21 Financial Recovery Plan and 2021/22 budget £3m of Financial Planning and Smoothing reserve is being utilised to support the temporary reduction in sales, fees and charges income. Reserves will be fully replenished within the 5-year budget term.

To enable business change and service improvement plans through the Preparing for the Future programme the Transformation and Investment Reserve balance of £2m is proposed to be fully committed to fund the one-off cost of change.

Flexible use of Capital receipts

The strategy requires flexibility around capitalising costs and the flexible use of capital receipts to fund redundancy, transformation, and ICT costs where appropriate to free up reserves.

12. Reviewing the Strategy

This strategy will naturally span the life of the Council Plan but will be reviewed annually to take into account changes within and external to the organisation. In more uncertain times the strategy will be reviewed more frequently.

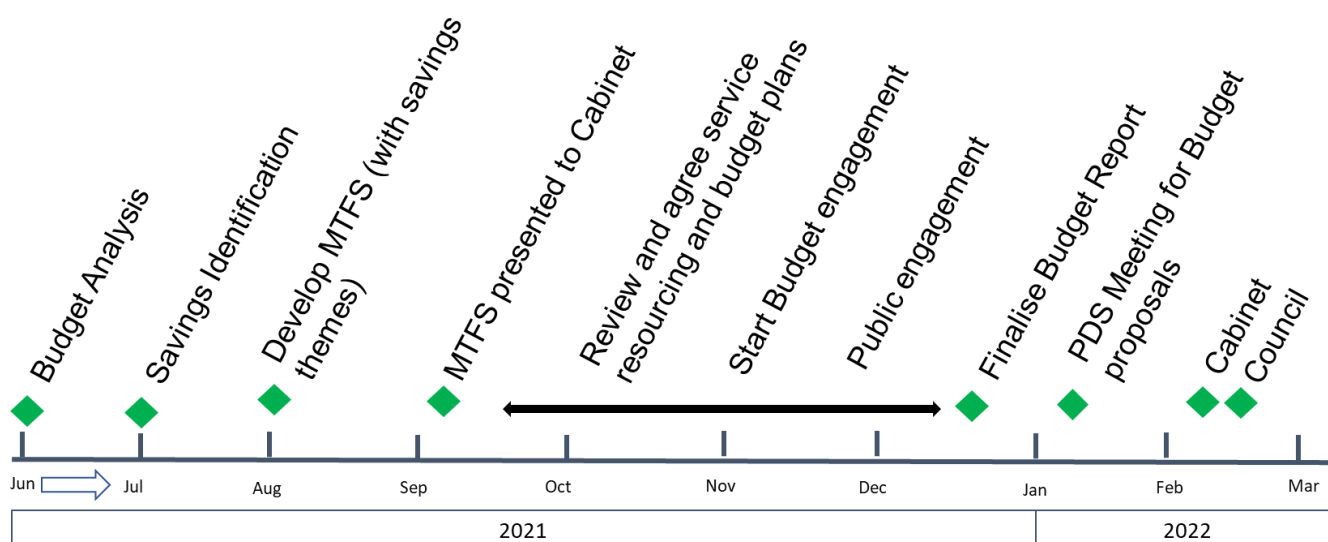
13. Public/Stakeholder Engagement

We will be making more information available on our MTFS for stakeholder engagement in November 2021, this will also be subject to scrutiny by the Corporate Policy Development and Scrutiny Panel.

Subject to the timing of central Government funding announcements we hope to engage on more detailed budget proposals in December / January including reporting to Policy Development and Scrutiny.

14. Budget Setting Timetable

The diagram below sets out the budget planning timetable.



15.Risks to the Medium Term Financial Strategy

The Strategy and Plan make regular risk predictions. The key risks to the plan are currently seen as:

Risk	Likelihood	Impact	Risk Management Update
Continued government restrictions in the event of new variants impacting vaccine success	Possible	High	This is certainly a material risk, whilst not one the Council has direct control over, every step is being put in place to follow government guidance following the recommendations of our Director of Public Health.
Operational budget pressures due to latent demand and backlog	Possible	High	There is the risk of built up demand on Council services and backlog because of operational activity being diverted to managing the Covid pandemic. This may result in one-off cost pressures to clear the backlog.
Long term impacts on the Councils Commercial Estate over and above anticipated levels.	Possible	High	Current modelling has been prudent anticipating a material impact in 2021/22. The roll back of the furlough programme could impact business viability and therefore risk of further voids will be monitored closely over the coming weeks and months.
The income from Heritage Services may not recover in the short term.	Possible	High	Continue to monitor income levels and impact on business plan in light of capacity restrictions. We anticipated income will not fully recover in the medium term and growth was built into the medium terms financial plan for the next three years.
Impact on Reserves	Possible	High	Without additional government grant in recognition of Covid related financial pressures there is the risk that Council reserve levels are not enough to manage in-year and future years risk.
Interest rates increase	Possible	Medium	A reserve is available for borrowing to manage market risk and long-term borrowing costs have been factored into the longer-term MTFS. The current forecast from our treasury management advisors is that borrowing rates will remain at current low levels in the medium term until economic growth prospects improve. The Council will continue to consider shorter term borrowing options alongside the PWLB.
Volatility and uncertainty around business rates	Likely	High	The impacts of Covid-19 will increase the volatility and uncertainty around business rate income. In 2021/22 this risk will be partly offset by the extension of the business rate relief scheme for

			Retail, Leisure and Hospitality businesses. We continue to monitor arrears, CVAs, and liquidations with a specific reserve held to manage in-year volatility.
Capital projects not delivered resulting in revenue reversion costs or liabilities from underwriting agreements	Possible	High	The Council has a number of projects within this category. These risks will continue to be monitored and reported. An assessment is made as part of the budget process to ensure that revenue reserves are sufficient to meet these risks. The capital programme methodology looks to de-risk projects wherever possible.
Changes to Government Policy that affects future funding	Likely	High	Need to monitor and continue to highlight impact
Brexit risks	Likely	Medium	The short to medium term impacts of Brexit on the Councils supply chain may result in contractual cost pressures from customs tariffs that previously did not apply.
Funding pressures through WECA, CCG and other partners	Possible	Medium	Ensure good communication links with partner organisations.
Capital receipts in the areas identified are insufficient to meet target	Possible	Medium	There is a risk that a depressed market will impact on current values, in the short to medium term the Council should not rely on capital receipts as a key funding source.

The key risks will continue to be monitored throughout the budget setting process and subsequently outlined in each budget setting report to Council and will be reviewed regularly, and reported through budget monitoring to Cabinet.

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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.

Ref Date	Decision Maker/s	Title	Report Author Contact	Director Lead
27TH SEPTEMBER 2021				
27 Sep 2021	Corporate Policy Development and Scrutiny Panel	Planning Gain	Richard Stott Tel: 01225 477434	Chief Operating Officer
27 Sep 2021	Corporate Policy Development and Scrutiny Panel	Integrated Performance Framework Measures	Andy Rothery Tel: 01225 477103	Chief Finance Officer (S151)
27 Sep 2021	Corporate Policy Development and Scrutiny Panel	Medium Term Financial Strategy	Andy Rothery Tel: 01225 477103	Chief Finance Officer (S151)
29TH NOVEMBER 2021				
29 Nov 2021	Corporate Policy Development and Scrutiny Panel	Draft Budget Assumptions	Andy Rothery Tel: 01225 477103	Chief Finance Officer (S151)
29 Nov 2021	Corporate Policy Development and Scrutiny Panel	Economic Development	Councillor Richard Samuel	Chief Finance Officer (S151)

Ref Date	Decision Maker/s	Title	Report Author Contact	Director Lead
29 Nov 2021	Corporate Policy Development and Scrutiny Panel	Community Contribution Fund	Andy Rothery Tel: 01225 477103	Chief Finance Officer (S151)
29 Nov 2021	Corporate Policy Development and Scrutiny Panel	Management of the Property Estate	Andy Rothery Tel: 01225 477103	Chief Operating Officer
10TH JANUARY 2022				
10 Jan 2022	Corporate Policy Development and Scrutiny Panel	Draft Budget	Andy Rothery Tel: 01225 477103	Chief Finance Officer (S151)
31ST JANUARY 2022				
31 Jan 2022	Corporate Policy Development and Scrutiny Panel	Preparing for the Future	Amanda George	Director of People and Policy
28TH MARCH 2022				
28 Mar 2022	Corporate Policy Development and Scrutiny Panel	People Strategy Update	Cherry Bennett, Amanda George Tel: 01225 47 7203,	Director of People and Policy

Ref Date	Decision Maker/s	Title	Report Author Contact	Director Lead
28 Mar 2022	Corporate Policy Development and Scrutiny Panel	Parental Leave Policy	Jo Morrison Tel: 01225 394358	Monitoring Officer
28 Mar 2022	Corporate Policy Development and Scrutiny Panel	Parish Charter	Dave Dixon	Chief Operating Officer
9TH MAY 2022				
11TH JULY 2022				
11 Jul 2022	Corporate Policy Development and Scrutiny Panel	Emerging Digital Data	Jeff Wring Tel: 01225 477323	Chief Operating Officer
11 Jul 2022	Corporate Policy Development and Scrutiny Panel	Procurement Policy Annual Update	Richard Howroyd Tel: 01225 477334	Chief Finance Officer (S151)
26TH SEPTEMBER 2022				
28TH NOVEMBER 2022				
The Forward Plan is administered by DEMOCRATIC SERVICES: Democratic_Services@bathnes.gov.uk				