

Corporate Policy Development and Scrutiny Panel

Date: Monday, 28th November, 2022

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



Michaela Gay

Democratic Services

Lewis House, Manvers Street, Bath, BA1 1JG

Telephone: michaela_gay@bathnes.gov.uk, 01225 394411

Web-site - <http://www.bathnes.gov.uk>

E-mail: Democratic_Services@bathnes.gov.uk

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.

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

4. **Public Speaking at Meetings**

The Council has a scheme to encourage the public to make their views known at meetings. They may make a statement relevant to what the meeting has power to do. They may also present a petition or a deputation on behalf of a group.

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**

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

6. **Supplementary information for meetings**

Additional information and Protocols and procedures relating to meetings

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

Corporate Policy Development and Scrutiny Panel - Monday, 28th November, 2022

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 4.4 Appendix 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 STATEMENTS, PETITIONS OR QUESTIONS RELATING TO THE BUSINESS OF THIS MEETING

At the time of publication no notifications had been received.

7. MINUTES (Pages 7 - 16)
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. ECONOMIC DEVELOPMENT UPDATE (Pages 17 - 44)
10. 2023/24 MEDIUM TERM FINANCIAL STRATEGY (Pages 45 - 80)
11. PANEL WORKPLAN (Pages 81 - 84)

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, 26th September, 2022

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

Apologies for absence: Councillors: Andrew Furse

13 WELCOME AND INTRODUCTIONS

The Chair welcomed everyone to the meeting.

14 EMERGENCY EVACUATION PROCEDURE

The Chairman drew attention to the emergency evacuation procedure.

15 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Councillor Furse sent apologies.

16 DECLARATIONS OF INTEREST

There were none.

17 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

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

There were none.

19 CABINET MEMBER UPDATE

Councillor Tom Davies, Cabinet Member for Adult Services and Council House Building, gave an update to the Panel which covered the following:

- The 2nd Quarter outturn report will be considered at the November meeting of the Cabinet. The '2023/24 Medium Term Financial Strategy' will be coming to this Panel at the November meeting.
- The Leader has signed off a grant to Cleveland Pools.
- 117 Newbridge Hill – the first 7 units of Council Housing at the end of this month.

- Commercial Estate – arrears have fallen from £10m to £2.5m. There are some strong new lettings of which 50% are independent retailers.

Panel members asked the following questions and made the following points:

Councillor Elliott asked if the offer to staff represented a variance from what was originally budgeted. The Cabinet Member stated that it was a variance but had now been factored in.

In response to a query from Councillor Hughes about the software issues for Council Tax rebates, the Cabinet Member stated that there was nothing to suggest that this system would be used again for any of the cost of living measures. Councillor Davis stated that staff had been very helpful regarding this rebate.

Councillor MacFie asked how many of the new lettings were retail, the Cabinet Member stated that 78% were retail.

The Cabinet Member stated that he would find out information regarding whether lettings figures are down on pre-pandemic levels.

In response to a query from Councillor Warrington, the Cabinet Member confirmed that the 7 units at 117 Newbridge would be for social rent.

20 MINUTES

Confirmation of the minutes was deferred to the next meeting of the Panel.

21 EQUALITY IMPROVEMENT PLAN

Cherry Bennett - Director of People and Policy - and Councillor Dine Romero - Cabinet Member for Children, Young People, Communities and Culture - introduced the item.

Panel members made the following points and asked the following questions:

Councillor Warrington congratulated the officers on the work and the report. She asked that another column be added to show moves between red/amber/green.

Councillor Davis mentioned the issue of access to schools regarding pavements outside of the school building. She has recently had a case where the issue had been with highways for 2 years. This must be considered in terms of school accessibility. Councillor Warrington asked that the Council be proactive in this type of situation. The Cabinet Member confirmed that the situation was quickly dealt with as soon as we were made aware. Samantha Jones, Inclusive Communities Manager, added that a post was being recruited for an accessibility officer regarding infrastructure changes and developments, including new buildings (50m ring around the facility).

Councillor Hodge asked the following questions (*Officer responses shown in italics*):

- It would be useful to have more information on targets met which needs quantifying initiatives/impacts. Performance Indicators are hard to develop. *It is a challenge to produce KPIs that are data driven. The group is going to work on this as a high priority.*
- Why is financial reporting shown as red and what is the plan to improve? *We always do an Equalities Impact Assessment (EIA) as part of a budget report. We need to look at the cumulative impact rather than separate directorates. The EIA should be done before the decision making process on a budget.*
- Strategies around communication and access seem to focus on digital solutions, can we also consider non-digital solutions. *We are working looking at a more community approach to consultation and also capturing verbal feedback at a familiar/accessible venue.*
- Why was the census data late? *This is not a function of council reporting so we can only guess but we believe it is partially due to Covid and also the system and processes being developed.*

Councillor Duguid asked the following questions (*Officer responses shown in italics*):

- How far has Covid put us back? *A year or maybe more, it is very difficult to tell.*
- What is the staff monitoring process? *The Performance Management process has moved away from an annual appraisal to more regular conversations. We now have the facility to capture information on a software platform and have done management training to support this. We also now have staff networks which can provide challenge.*

Councillor Warrington asked about the networking groups and if they have equalities and inclusion embedded into their culture. She asked how people would convey their concerns. *The officer explained that colleagues are able to share in the network groups and can raise issues with their line manager. There is also a 'reasonable adjustment' panel; policies on domestic abuse; an Independent Advisory Group; Corporate Equalities Steering Group Board and also links with the Trade Unions.*

Councillor MacFie asked if age is a consideration regarding equalities work. The officer advised that around a third of the workforce is age 55 and over and this is threaded through the work we do. Councillor Warrington stated that it is good to see that everything is linked and layered.

Councillor Singleton stated that this was an ambitious and exciting piece of work and asked the following questions (*Officer responses shown in italics*):

- Is there mandatory training for the leading together and managing together cohorts? *The officer stated that she would find out and reflect on mandatory training.*
- Regarding political groups – it is a good ambition regarding increasing diversity but hard to work out where the line is. *There is a member advocate on the Steering Group. We have asked for an update in terms of LGA training they are due to be attending so that the learning is shared.* Councillor Warrington stated that each party has its own processes in place to increase

diversity. The Cabinet member stated that it is about finding different mechanisms to have a Councillor body that reflects the population.

22 PANEL WORKPLAN

It was noted that the Panel would be discussing the '2023/24 Medium Term Financial Strategy' at their November meeting. The Somer Valley Enterprise Zone will be discussed at a meeting in January (new meeting date TBC)

The meeting ended at 5.09 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

BATH AND NORTH EAST SOMERSET

MINUTES OF CORPORATE POLICY DEVELOPMENT AND SCRUTINY PANEL MEETING

Monday, 11th July, 2022

Present:- **Councillors** Winston Duguid, Mark Elliott, Andrew Furse, Lucy Hodge, Sally Davis, Duncan Hounsell (in place of Alastair Singleton) and Colin Blackburn (in place of Shaun Hughes)

Apologies for absence: Councillors: Karen Warrington and Hal MacFie

1 WELCOME AND INTRODUCTION

The Chair welcomed everyone to the meeting.

2 EMERGENCY EVACUATION PROCEDURE

The Chair drew attention to the emergency evacuation procedure.

3 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Councillor Warrington sent her apologies.

Councillor Hughes sent his apologies and was substituted by Councillor Blackburn

Councillor Singleton sent his apologies and was substituted by Councillor Hounsell

Councillor MacFie sent his apologies.

4 DECLARATIONS OF INTEREST

There were none.

5 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

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

David Redgewell sent a statement to the Panel regarding transport issues.

7 MINUTES

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

8 CABINET MEMBER UPDATE

The Cabinet Member for Adults and Council House Building, Councillor Tom Davies gave an update to the Panel which covered the following:

- The outturn for the last financial year shows £4million ahead of budget. This is being utilized for two reserve funds (Park and Ride contract and Energy Inflation Risk Reserve Account).
- The first quarter of this year trends identified are: broadly tracking on budget except for a £2.3million overspend in Children's Services. There will be a report to Informal Cabinet in August.
- Treasury Management Report is being reported to Cabinet – all as expected.

Panel Members asked the following questions:

Councillor Duguid asked for reassurance regarding inflation. The Cabinet Member explained that when the budget was prepared in December, the prevailing rate of inflation was high, although not as high as now. He reassured the Panel that this had been considered and factored in.

Councillor Furse asked the following questions (*Cabinet member response shown in italics*):

- Savings in staff costs (staff in the planning department in particular) are not always good news due to the resultant pressures on remaining staff. *The Cabinet Member explained that the budget was in place for staffing and there is no intention to save money in this area – the issue is the difficulty in recruitment.*
- The car parking income is good but the Council's ambition is to have less cars in the city centre to reduce the impact on air quality. *The Cabinet Member explained that levels had come up quicker than expected.*
- Can we think of clever solutions to save energy eg. Traffic lights use. *The Cabinet member explained that more are being changed to LED lights which hopefully reduces energy costs.*

9 UPDATED CORPORATE RISK REGISTER

Jeff Wring, Service Director One West, introduced the report.

Panel Member made the following points and asked the following questions:

Councillor Hodge asked about the risks involved in staff retention and recruitment (workforce resilience). She stated that the workforce had undergone a huge change with the move to 'work from home' and hybrid working. This will have had an impact, some departments still do not know how they will work. The officer explained that offices have now reopened so things should be a bit more settled. There are 'hard to fill' posts in any organisation. The officer explained that a risk receives focus if it is medium or high, it only comes off the risk register if it is low.

Councillor Blackburn asked at what point do we acknowledge that we are no longer a premier league employer? People leave for other jobs in the industry and this should be reflected in the risk register. The officer explained that BANES is a good employer, there is good feedback. A lot of people may be moving to work from home jobs for companies in London, there has been a lot of movement but this will settle down. People do value work life balance and value doing jobs that 'give back'.

Councillor Blackburn asked about the staffing costs regarding the 'ring of steel' manned barriers and also how much people are being put off cycling in the centre. The officer stated that he did not have a detailed answer and that this was part of a wider conversation.

Councillor Hounsell stated that there are only 2 enforcement officers in BANES which impacts on remaining staff. He asked if we head hunted staff. The officer explained that traditional recruitment is rare now, we use social media, LinkedIn and careers fairs.

Councillor Duguid commented that the information is not as stark as when you have the numbers, it is missing quantification. The officer stated that this was a good point but that this was only part of the puzzle.

10 PROCUREMENT POLICY ANNUAL UPDATE

Richard Howroyd, Head of Strategic Procurement & Commissioning, introduced the item and gave a presentation which covered the following:

- Strategic Procurement – updates today
- Procurement Commissioning and Strategy
- A reminder – What do we spend our money on?
- Procurement Risks – State of the Market
- Investing in People – Changes to the Team
- Carbon Net Zero
- Modern slavery/labour issues
- Social Value
- Contract Management
- New Requirements – Contracts pipeline
- Review and update of processes
- Fit for purpose information (internal)
- Fit for purpose information (external)
- Going forward
- Strategic Procurement Team

Panel members made the following points and asked the following questions:

Councillor Furse referred to the vacancy of 'Contracts Manager Resources' and stated that, since the shift to commissioning, contracts management has become a skill in its own right. The officer explained that a lot of effort goes into training, central government is helping with this.

11 AEQUUS GROUP UPDATE

Tim Richens, Managing Director Aequus Group gave a presentation to the Panel which covered the following:

Andy Rothery, Chief Finance Officer (Section 151), and Simon Martin, Director of Regeneration and Housing, were also present to answer questions.

- Background
- 2020/21 Accounts
- Company Restructuring (1)
- Company Restructuring (2)
- Business Plan 2021/22 to 2023/24
- Key Achievements – March 2021
- Future Delivery Focus
- Climate Emergency
- Financial Returns and Dependencies
- Governance and Resourcing
- Delivery and Decision Making (1, 2 & 3)
- Company Performance 2021/22
- Company Updates – 2022-23

Panel Member made the following points and asked the following questions:

Councillor Blackburn asked, regarding the 40 rental properties, how many void properties have been repurposed and brought back on to the market. He commented that this is what ADL had been set up to do. The officer confirmed that all 40 properties had been brought back into use and explained that these are properties that were originally transferred under LSVT. After 15 years and only as they became vacant, they are then returned to the Council, most are in a poor condition and need to be refurbished/repurposed. He stated that ADL was set up to repurpose these ex-Curo properties. Councillor Furse explained that properties were in a poor condition and were coming back to BANES and sold back on to the market/private sector – there was a feeling that this was a loss of social properties, that is the history.

Councillor Blackburn referred to 117 Newbridge Hill and asked how comfortable the officer was that there was value for money regarding these units. The officer replied that any underspend is returned to the Council as overage. He explained that the Gross Profit of £350K before tax will contribute towards Shareholder dividend payments delivering the Council's £1M income target from Aequus

Councillor Blackburn asked how South Gloucestershire became involved in this as the original aim was to provide local properties. The officer explained that the business plan is approved by the shareholder (BANES), South Gloucestershire was brought in with the agreement of the shareholder. The Board of Aequus are responsible for running a successful business, the link with South Gloucestershire provides diversity and sustainability and means we are not reliant on a single source of development sites. Andy Rothery, Chief Finance Officer (Section 151), added that

ADL, as a limited company, is a tradable entity and well placed to fulfil this activity which benefits our neighbours and ourselves.

In response to a query from Councillor Blackburn, the officer explained that a number of local partners had approached Aequus to discuss potential developments but the partnership with South Gloucestershire developed which has afforded economies of scale/knowledge and delivery. No other partnerships are being worked on at the moment.

In response to a query from Councillor Duguid, the officer explained that all development profits on the South Gloucestershire site come to Aequus (and ultimately its shareholder BANES), South Gloucestershire gets the land value and a 50% share of any overage.

Councillor Blackburn asked what lessons had been learned regarding Sladebrook in terms of delivery. The officer explained that the low energy elements had been subject to an independent rating regarding energy and carbon. Any lessons arising from feedback during the ongoing two year defects period will be learned. The Association for Environment Conscious Building (AECB) standard was used for the Sladebrook Road development and has been adopted by Aequus as the standard for all their new homes developments.

Councillor Blackburn asked why properties in Keynsham did not get solar panels. Simon Martin responded that this was a BANES project and will be progressed in this financial year.

Councillor Elliott asked about staff TUPE and pension fund issues. The officer explained that staff were brought across on a TUPE transfer with rights to remain in the LGPS (Local Government Pension Scheme) with any liability at that time ultimately underwritten by the Council. The LGPS is also subject to triennial revaluations by the Fund's Actuary for the setting of the employer contribution rates payable by all scheme employers, including Aequus. It was explained that new employees are on the stakeholder money purchase scheme which does not give rise to any ongoing employer pension liability.

Councillor Elliot asked how remuneration is set. The officer explained that the Remuneration Policy was approved by the shareholder and is overseen by the Aequus Remuneration Committee. In response to a query from Councillor Blackburn, the officer explained that all bonus payments are agreed in accordance with the approved Remuneration Policy and applies to all Aequus staff.

The Cabinet Member for Council Housing, Councillor Tom Davies explained that the Council is often challenged on what it is doing regarding the housing crisis and through this Council owned company, we are delivering new homes and quality rental Council Housing, Aequus has facilitated our delivery.

It was RESOLVED that Councillor Duguid investigates a possible Task and Finish group (to involve Audit Committee representative/s) to look at the Council's wider approach to Housing Policy and Delivery, including via Aequus.

12 PANEL WORKPLAN

The Panel noted the future workplan.

The meeting ended at 6.22 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

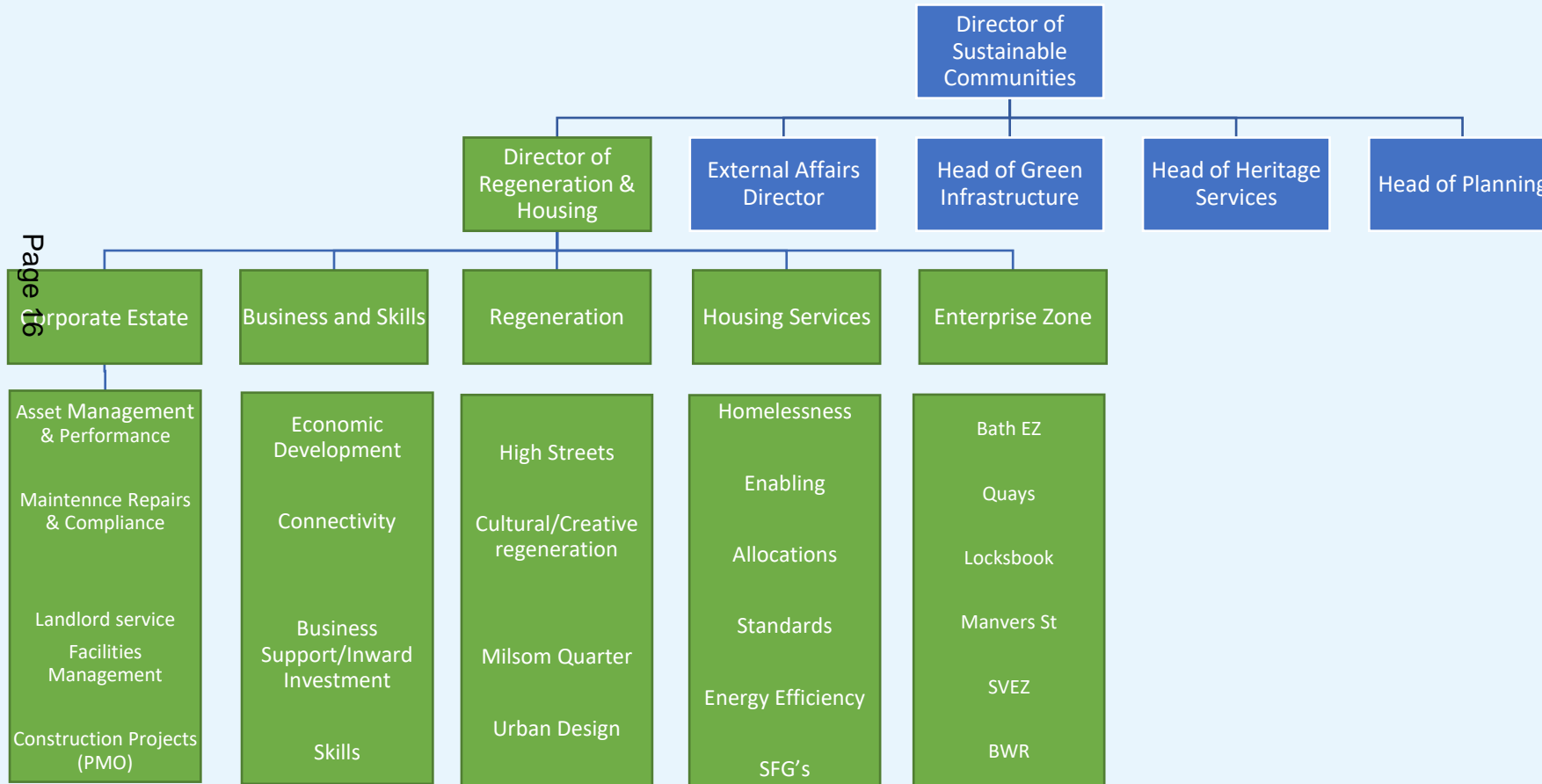
Regeneration and Housing

**Bath & North East
Somerset Council**

Improving People's Lives

Informal Cabinet - 6 Sept 2022

Sustainable Communities Structure diagram



Bath & North East Somerset Council

Improving People's Lives

Business & Skills Team

Meet The Employment & Skills Team

Hello from the Employment & Skills Team!

We are the Business & Skills Team and our core function is to deliver sustainable inclusive growth to the district's economy. We aim to enable both residents and business to meet their full economic potential, increasing productivity, incomes, business rates and improving health and wellbeing outcomes.



Claire Lynch

Business & Skills Manager

Responsible for the day-to-day management and co-ordination of the Business and Skills team and Leading, developing and delivering funded regeneration programmes and projects that address Skills, Employability, Business Growth, Inward Investment and Business Retention.



Anna Garner

Principle Officer

Leads with inward investment enquires, hosts and organises Business to Business and agent networks as well as international guests, involved in strategy planning and policy, supports business with growth requests and looking to relocate. Works closely with Invest in Bath and Bristol. Recently been involved with the feasibility report for the creative quarter and also supporting growth in our rural economy and food sector.



Rob Dawson

Principal Officer

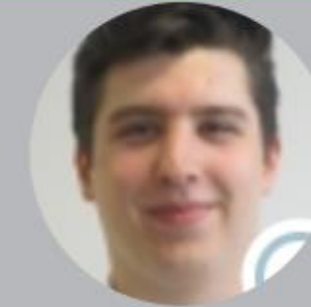
Leads on our Universal Business Support contract, engages with our local businesses, provides economic intelligence to support bids and business cases, has been leading on Connecting Devon & Somerset and our digital agenda, leads on the Invest in B&NES portal and deals with all individual business enquires, sits on the Bath Unlimited Board and contract manages our strategic business partners including Creative Bath, TechSPARK, Bath Digital Festival and Bath BID Ltd.



Bea Symington

Principle Officer

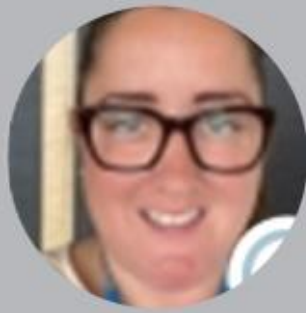
Leading on the consultation and data gathering of the economic strategy, main point of contact for policy and planning from an economic development angle. Works in partnership with the planning dept and has supported closely with the local plan and various bids such as multiply for the UK Shared Prosperity Fund.



William Monachino-Ayres

Employment and Skills Officer

Leads on all skills projects from bid application through to operational delivery currently have 6 projects running and a pipeline all supporting our partners and residents with barriers in the B&NES region, chairs or attends various networks such as Employer engagement, Apprenticeships, Post 16 networks and Care Working Group. Supports WECA closely with various grant applications, leads on the Achieve in B&NES website.



Laura Knight

Employment Officer

Leads on Section 106 which supports local residents with work placements, apprenticeships and jobs with local projects/contractors, leads the board and works closely with the college, set up and led on the Kickstart programme supporting hardest to reach into work.



Mark Rogers

Employer Engagement Officer

Works with all the businesses in B&NES across all sectors, works through the top 200 employers and engages with those that wish to discuss and engage with us about support and services we can offer. Has 121 meetings and feeds back into the team issues and needs to support retention and growth, promotes networks and helps us push programmes that are WECA funded in the region. Attends and organises various networks and events to promote our services and works closely with ALL partners such as Growth Hub, IBB Techsparks, Bath BID. His focus is in our commercial businesses.



Sandy Corke

Employer Engagement Officer

Working solely on our Employment and Skills pod and supporting residents with progression into work. Working closely with local employers with their recruitment needs and working with 3rd sector, charity, social enterprise businesses as well as larger businesses such as Morrisons.



Claire Middlehurst

Team leader Future Bright

Leads a team of 4 coaches who are working with businesses to upskill and retain their staff as well as supporting residents set up self employment. The main focus is to support progression for both residents and businesses.

Business and Skills Team Functions



Main point of contact for co-ordinating support services to local businesses and residents

Support available via our Invest in B&NES and Achieve in B&NES



We share specific information about targeted business support, financial assistance and skill support programmes



Our core function is to deliver sustainable, inclusive growth. Enabling residents and businesses to meet their full economic potential in our district



Inward investment and business retention, offering tailored services to support those businesses wishing to relocate or expand their businesses within our area. (IBB)



Coordinate and produce an Economic Strategy and Employment and Skills Plan
Ensuring an up-to-date evidence base on employment land planning and policies for the Local Plan and West of England Planning.

Business & Skills Support Projects

- Programme of business engagement offering 121 support with B&NES Top 200 businesses
- Specialist business support programmes including Tech For Growth, Work Force for The Future
- Working in partnership with Invest Bristol and Bath on investment propositions (ie; Visit England)
- Sector support through SLAs and partnership working with Creative Bath, TechSpark, Bath Digital Festival, Bath BID, Bath Unlimited, Initiative and others
- Creative Quarter Masterplan and new space for Designer-Makers at Bath Artists Studios. Feasibility Study going to Consultants September 2022.
- Developing a wraparound response to cost of living crisis to assist employers in managing cashflow and increase take-up of support available (inc business rate reliefs, UBS grants)
- Future Bright – 3yr programme supporting employers and residents with upskilling and retraining
- 3D Academy piloted future talks with L&G around bringing 20 apprenticeships onto BQN
- Kickstart – Supported 24 local businesses by being a Gateway and placed 31 Young People.
- Bootcamps and SWAPs – TekTower, Willmotts and Bridges

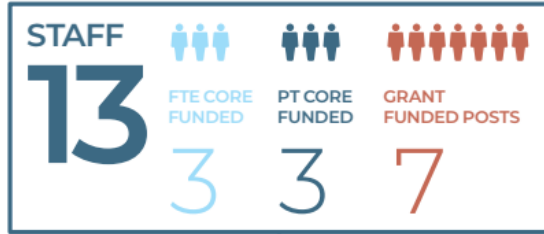
Key Current Achievements

- Bridges in Midsomer Norton. Their client Wessex Water has a large order of work and Bridges were struggling to recruit. Secured £80k of Skills Funding to trial a bootcamp. The programme is supporting green skills, repurposing methane gas and the jobs are M&E Engineers.
- Womens Work Lab. Funding for 1year through DWP, supporting women who are lone parents, survivors of domestic abuse, returners to work. 50 women support, 40 completed – ALL completed a work placement with top employers such as the University of Bath, Buro Happold, Rocketmakers and 18 offered jobs and still employed. ALL progressed – interviewed by Mims Davis MP
- Employment and Skills POD. 18mths funding (ending sept) 267 referrals and increasing, 201 engaged in the service. 75% engaged with the service, 93% attended training, 98% found the service helpful. Written into other bids such as fashion museum and phase 0 iStart.
- COVID grant support: more than £70m in grant funding given to local businesses, following more than 9,000 individual applications. Team integral in set-up, promotion and processing of the initial series of grants

EMPLOYMENT & SKILLS

Achievement Summary September 2022

The team has dedicated economic and business research functions, which can provide timely labour market information, quantitative and survey based data to support business growth as well as inform policy and funding bids. This research is also provided to other council departments and partner organisations as needed.

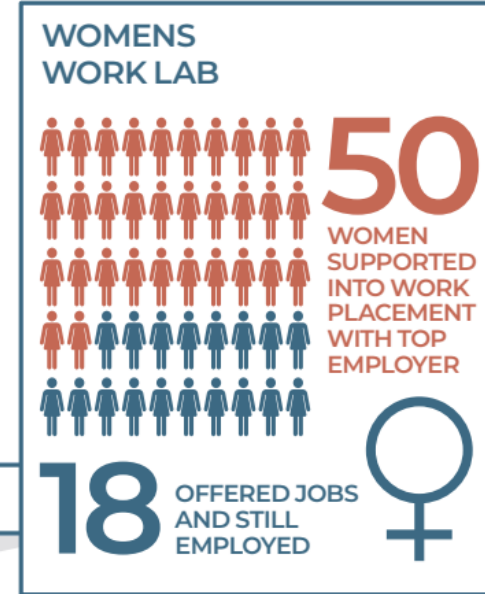
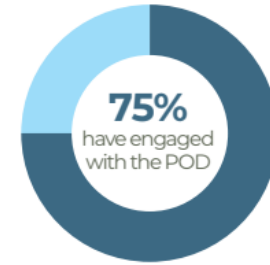


INWARD INVESTMENT



EMPLOYMENT AND SKILLS POD

267 REFERRALS OVER 16 MONTHS, WITH 201 REFERRALS ENGAGING IN THE SERVICE



Bath & North East Somerset Council

Improving People's Lives

Bath & North East Somerset Council

Improving People's Lives

Regeneration Team

Meet The Regeneration Team

Hello from the Regeneration Team!
We thought it would be useful to introduce
ourselves as a team for the benefit of both
new and old colleagues in the Council.



Cleo Newcombe-Jones
Regeneration Team Manager

Cleo leads the Regeneration Team and is a Chartered Town Planner and Urban Designer. Cleo oversees a portfolio of £10+ million of public realm, masterplanning regeneration and high street renewal projects.



Wendy Maden
Principal Design Officer

Wendy leads on the design and delivery of the Bath High Street Renewal Programme, a 5 year programme of public realm improvements, greening, street dressing, arts and animation. Wendy also provides urban design input into masterplans and design guidance.



Georgi Tyler
Urban Designer

Georgi has led on the successful design and delivery of high profile public realm schemes including Keynsham High Street and York Street, Bath. Georgi is currently leading on the design/development of feasibility proposals for key sites on Manvers Street.



Alex Budgen
High Streets Renewal Project Officer

Alex leads a meanwhile use project focused on reimagining the future of high streets through a series of pilot activities that bring a more diverse range of uses to underused spaces. Through repurposing vacant shops and buildings in Bath City centre, Keynsham, Midsomer Norton and Twerton for arts, community and commercial use.



Hazel Thorp
Development Officer

Hazel leads the Bath Local High Street Improvement Scheme, which will deliver improvements to Twerton High Street, Moorland Road, Weston High Street and Mount Road over a 2.5 year period. Hazel manages the Broad Street Place improvement project, which will improve an underused public space in Bath City centre.



Wendy Tomlinson

High Street Renewal Officer

Wendy is working on funding bids, development projects and masterplanning work across the district. Wendy's knowledge of the historic environment, research and design skills are used to assess how a building or area has changed to understand its past use and unlock future potential.



Helen Griffths

High Streets Project Manager

Helen is leading the Keynsham High Street Renewal Programme, including the Heritage Action Zone project – a partnership between B&NES, Keynsham Town Council and Historic England. The project includes improvements to Temple Street public realm, shopfront improvements and community engagement. Helen will be leading on the creation of a Town Centre Regeneration Action Plan for Keynsham.



Edward Heritage

High Streets Project Manager

Edward is leading the Midsomer Norton High Street Renewal Programme including the Heritage Action Zone project – a partnership between B&NES, Midsomer Norton Town Council and Historic England. The project includes public realm and shop front improvements and community engagement. Edward will also be leading the creation of a Masterplan for the Old Brewery site.



Caroline Lightfoot

Development Officer

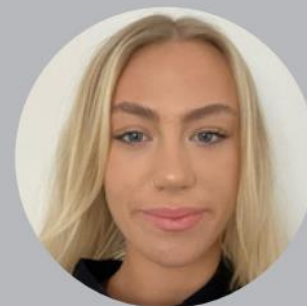
Caroline is leading on the creation of a Town Centre Regeneration Action Plan for Radstock, and is supporting the City Region Sustainable Transport Strategy project for Bath City Centre.



Beth Whalley

Cultural Programme Officer

Beth is the project lead for the cultural programme for Keynsham and Midsomer Norton, grant funded projects which will bring markets and cultural activities to both towns including heritage trails, films, mini festivals and arts. Beth's post is hosted by Keynsham Town Council and Midsomer Norton Community Trust.



Megan Usher

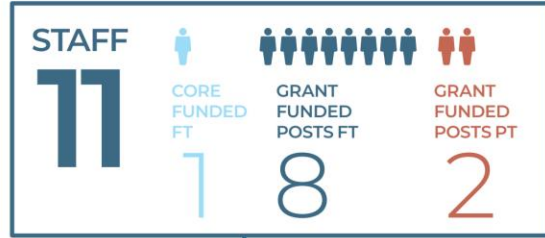
Assistant High Street Renewal Officer

Megan assists and supports the team to deliver high street renewal and regeneration projects, providing graphic design, mapping and other technical support to a range of projects.

REGENERATION

Achievement Summary September 2022

The Regeneration team works in partnership with businesses and communities to design and deliver development and cultural projects focused on Bath city centre, the town centres and local high streets. The team is grant funded and has secured over £20 million in project funding since 2019, with a further £22m grants funding pending approval.



KEYNSHAM

PUBLIC REALM IMPROVEMENT SCHEME FOR HIGH STREET

- Delivering pop-up community arts space in vacant shop
- Set up new town website in partnership with the Town Council
- £80k Local Cultural programme supporting events and arts

DELIVERED **£2.4m**

SECURED **£1.1m**

Bath & North East Somerset Council

Improving People's Lives

BATH CITY CENTRE

- Secured grant funding and delivered Milsom Quarter Masterplan to reimagine the north part of Bath city centre and help secure future investment
- Delivered projects such as York Street, Union Street public realm improvements
- Delivered pedestrian priority projects on Kingmead Square and Milsom Street
- Delivered a business support hub in central Bath as part of COV-19 response

£8m

SUPPORTED OVER 25 BUSINESS AND CHARITY POP-UP SHOPS

RIF GRANT SECURED FOR ACQUISITION OF PROPERTY FOR THE NEW FASHION MUSEUM

Fashion Museum Bath

RADSTOCK

- Regeneration Action Plan being developed with Radstock Town Council

FACILITATED DELIVERY OF THE NEW HEALTHY LIVING CENTRE

FUTURE/ONGOING COMMITTED PROJECTS

- HIGH STREET RENEWAL PROGRAMMES** **£9.8m BATH**
- LOCAL HIGH STREET CULTURAL PROGRAMMES** **£0.2m**
- MIDSOMER NORTON** **£3.5m**
- KEYNSHAM** **£1.2m**

- Twerton Masterplan
- Old Brewery Site Masterplan, Midsomer Norton
- Radstock Regeneration Action Plan
- Keynsham Regeneration Action
- Bath Local Centres High Street Improvement Project
- Bath Central Riverside Masterplanning
- Keynsham Temple Street Co-working Space – subject to funding bid submission

MILSOM QUARTER MASTERPLAN DELIVERY PHASE INCLUDING OLD POST OFFICE MEANWHILE USE PROJECT

£2.4m GRANT APPLICATION PENDING APPROVAL

£20m GRANT APPLICATION PENDING APPROVAL

Fashion Museum Bath

MIDSOMER NORTON

- Supported design, grant funding and delivery of new Town Park
- Set up new town website in partnership with the Town Council
- Implemented Town Centre wayfinding scheme
- Supported award winning community film made by Midsomer Norton Primary school
- £90k grant funded local Cultural programme supporting events and arts
- Established £3.5m High Street Improvement Programme through successful grant applications to deliver Town Hall transformation project, new Town Square and other town centre improvements

BATH NEIGHBOURHOODS

SHOP Community pop-up shops and pilot projects delivered

£488k

FOR HIGH STREET IMPROVEMENT PROJECTS IN TWERTON, WESTON, MOORLAND ROAD AND MOUNT ROAD

SUPPORTED 60+ BUSINESSES TO SECURE PAVEMENT LICENCES

DELIVERED £360k COVID GRANTS PACKAGE TO SUPPORT HIGH STREETS AND BUSINESS ADAPTATION

£1.8m

LOVE OUR HIGH STREETS GRANT FUNDING INVESTMENT IN BATH CITY CENTRE

... to support improvements to streets and squares and free cultural, community and arts programmes supporting the Great Bath Feast, Bath Carnival and Christmas Illuminations.

OUR FUTURE AMBITION

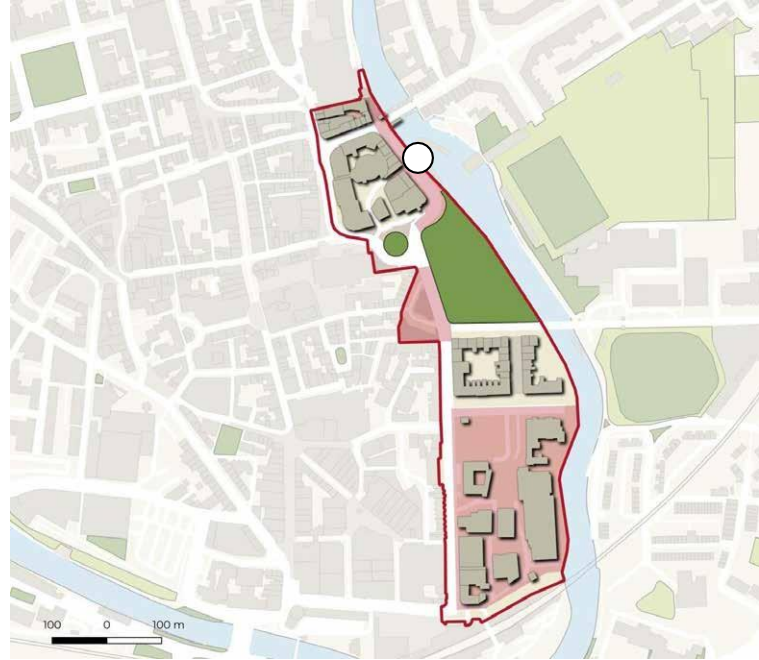
Place Prospectus for Bath and North East Somerset

June 2022

Bath & North East Somerset Council
Improving People's Lives

Page 28





Bath & North East Somerset Council

Improving People's Lives

Enterprise Zone Team



Bath & North East
Somerset Council

Improving People's Lives

Meet The Enterprise Zone Team



Ellie Wintrup

Development Officer

Ellie leads the ISTART project, which will provide a unique curriculum, new innovation centre and will bring a university research presence into Bath City Centre. Ellie is a Chartered Town Planner and assists with the Somer Valley Enterprise Zone project which seeks to provide a new business and employment destination in the Somer Valley.



Richard Holden

Operations Manager

Richard leads the Enterprise Zone Team and is a Chartered Surveyor with 30+ years of commercial experience. Richard oversees a programme of £120 million of regeneration projects, and is directly involved in the delivery of the Council's flagship Bath Quays and Somer Valley Enterprise Zone projects.



Kim Moubray

Development Manager

Kim manages the day to day delivery of complex regeneration projects including Bath Western Riverside. Kim is responsible for progressing the scheme and managing the financial, planning, technical, legal and procurement stages of the project from delivery to completion.



Ella Thomas

Apprentice – Assistant Development Officer

Ella assists and supports a number of projects including Bath Quays South, Bath Quays North and the Somer Valley Enterprise Zone. Ella is a B&NES apprentice, studying towards a MSc in Urban Planning with the view to becoming chartered.



Angharad Jones

Apprentice – Assistant Development Officer

Angharad is assisting on a number of projects including Bath Western Riverside, Bath Quays North and Milsom Quarter across the Enterprise Zone and Regeneration Team. Angharad is a City Planning and Real Estate Development Graduate and is currently working towards RICS qualification as a B&NES apprentice.



Sandra Brimblecombe

Project Administrator Co-Ordinator

Sandra co-ordinates and manages the administration and legal support service across the Regeneration & Housing Service with particular focus on the Enterprise Zone programme of projects. Sandra manages the EZ team diaries and meeting calendars, provides support with recruitment as well as initiating procedures for the teams key decision making.



Charlotte Buttery

Project Finance Co-Ordinator

Charlotte co-ordinates and manages the financial administration support across the Regeneration & Housing Service with particular focus on the Enterprise Zone programme of projects, including raising purchase orders, processing invoices, preparing monthly financial reports and quarterly grant funding claims . Charlotte also manages the Highlight reporting to grant funding bodies.



Helen Brewer

Development Lead

Helen will join the team in October 2022 and is experienced in direct delivery, with a specialism in strategic housing projects, having worked in local government, with RPs and at Homes England

VACANT

Development Lead

VACANT

Development Manager x2

ENTERPRISE ZONE

Achievement Summary September 2022

Where market failure exists in bringing key strategic sites forward, the EZ team steps in to promote delivery, enabling new sustainable commercial space and housing stock to be delivered to ensure the economic vitality of BANES is supported. The team is capially funded and works with partners, external multidisciplinary teams and consultants to facilitate programme delivery.

CIRCA
£ 133 m
CAPITAL PROGRAMME

STAFF
8
FTE CAPITAL FUNDED

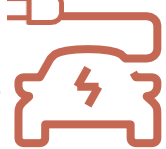
BATH QUAYS SOUTH
£39m

Funded by

£20m Council
£16m WECA
£3m CCAF

COMPLETION OF 44,500 SQ FT OFFICE BUILDING: No.1 BATH QUAYS, WHICH INCLUDES LARGEST PV ARRAY IN BATH

- Completion of the public realm - Dec 22
- Secured first two tenants for No. 1 Bath Quays
- Appointed Savills as managing agent
- Newark Works refurbishment by TCN generates 40,000 sq ft of co-working space



EV CHARGING POINTS INSTALLED



BRIDGE INSTALLATION COMPLETED IN NOVEMBER 2020 AND SOFT OPENING DUE ONCE PUBLIC REALM IS COMPLETED

BATH QUAYS NORTH
£66m

PROGRAMME FUNDED BY

£6m COUNCIL
£37m WECA
£23m L&G

- Business Case approved and grant funding secured
- Development partnership set up
- Completion of enabling projects e.g. Coach Parking, Green Park car park and , services diversions.



ORGANISED WORKS AND PERMISSIONS TO DEMOLISH AVON STREET CAR PARK – AUTUMN 2022

BATH CREATIVE QUARTER

£ 145k

WECA FEASIBILITY FUNDING

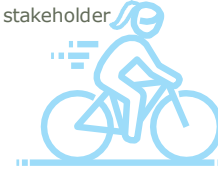
- New creative quarter at Dartmouth Avenue to home Bath Artists' Studios (BAS) and target delivery of much needed affordable housing
- Consultant procurement (Sept 22) to map creative sector, supply and demand, scoping of Dartmouth Avenue and operational model for BAS.



SOMER VALLEY ENTERPRISE ZONE **£15.6m**

- SVEZ will delivery 1,300 jobs WECA funded
- Reducing out-commuting and promoting active travel modal shift
- Masterplan work and public/ stakeholder engagement well advanced.
- On track to deliver Council's first LDO in early 2023.

SVEZ WILL DELIVER
1,300



SECURED SUBSTANTIAL FUNDING FROM WECA, AND MORE RECENTLY \$106 FUNDING TO DELIVER EASTERN CYCLE TRACK.

BWR

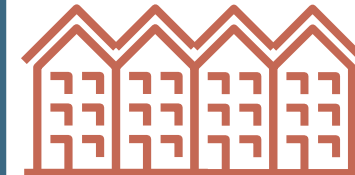
PURCHASED LAND WITH

£8.5m

WECA FUNDING (FOLLOWING SUCCESSFUL BUSINESS CASE) TO BRING FORWARD ONE OF THE MOST EXCITING AND CHALLENGING REGENERATION PROJECTS IN THE SOUTH WEST.

PHASE 2 WILL DELIVER OVER

1000



HOMES INCLUDING A SIGNIFICANT NUMBER OF AFFORDABLE HOUSING UNITS.

SECURED

£125m



HOMES ENGLAND FUNDING TO FACILITATE DEVELOPMENT, INCLUDING SIGNIFICANT GAS RATIONALISATION WORKS.

- Extensive gas rationalisation works expected to be completed in late Autumn 2022.
- Successfully negotiated and agreed land swp agreement with St William to bring forward development.
- Masterplan developed by Aequus and pre-application submitted.
- Close collaboration between partners continues to develop and agree a full site remediation plan.



Bath & North East Somerset Council

Improving People's Lives

ISTART

BUSINESS CASE FOR

£1.44m

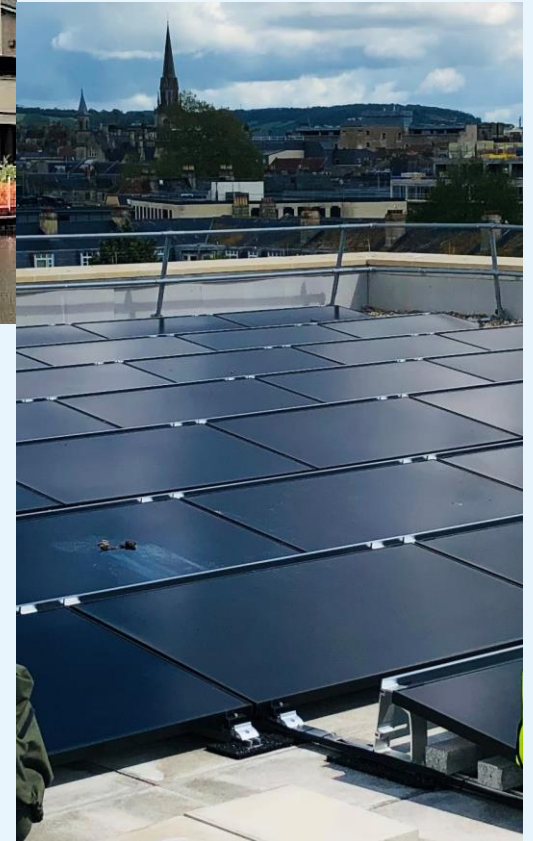
WECA APPROVED IN JULY 2022

- University and College Partners continue to work very effectively together and are currently collaborating to develop the Implementation Plan.
- On track to commence Phase 0 accelerator activity in October 2022.

Bath Quays 2019



Bath Quays 2022



- No.1 – First tenants fitting out:
 - Altus – 4th floor, occupation Oct 2022
 - Fidelius – 1st floor, occupation Oct 2022
 - Largest PV array in Bath
- Public realm – completion due mid December
- Bridge naming event – March 2023



Somer Valley Enterprise Zone



- **33 acre site**
- Allocated since **2007**
- **Market failure** to bring site forward has led to **LPA promoting a Local Development Order**
- Project team to formally **submit LDO in December 2022**
- LDO to be made via **Cabinet decision – Feb 2023**

* Illustrative masterplan used for public engagement - subject to amendment.

Service Plan key project activities

Team by team key project activities – see service plans

3D Academy	The Academy will provide students with the skills and experience they need to access employment opportunities in the fields of 3D, VR and model making. The courses reflect industry requirements.	<ul style="list-style-type: none"> To support 60 residents from B&NES over a 6 month period. 65% customers to improve their ability to secure work 25 % of engaged claimants in to work of which half will be in the 3D printing, Virtual Reality and Augmented Reality sectors.
Employment and Skills Pod	The employment and skills pod at the compassionate community hub enables us to work in partnership with other key organisations to provide training and upskilling opportunities for not only for people who have been made redundant due to Covid-19.	<ul style="list-style-type: none"> Engagement with a minimum of 150 customers. Engagement with a minimum of 50 employers / providers 75% customers to improve their ability to secure work 25 % of engaged claimants in to work
Page 37	B&NES works with and supports Women's Work Lab to deliver their sponsorship, training and work placement programmes.	<ul style="list-style-type: none"> To support 45 from B&NES. 65% customers to improve their ability to secure work 25 % of engaged claimants in to work
"Green Skills Academy"	The Green Skills Academy (GSA) will seek to support education provision of Green Skills whilst also strengthening progression routes into further education and employment.	Focusing on Modern Methods of Construction, Green Retrofit, Energy, Maintenance and Horticulture
Kickstart	The Kickstart Scheme provides government funding to create new, high quality job placements for young people aged 16 to 24, receiving Universal Credit and who are at risk of long-term unemployment.	
UBS	Free 121 and webinar support to our pre-start and SME community, new business starts, new jobs and 1,500 businesses received at least 3 hours of direct support to date.	2023
Future Bright	Supporting those in work with upskilling and progression up to 6 months support for clients.	March 2023

Service Plan key project activities

Team by team key project activities – see service plans

Keynsham High Street Renewal	Deliver £3.8m Investment on Keynsham High Street	See Keynsham HAZ Delivery Plan Milestones and scheme plan.
Bath High Street Renewal	Deliver £2m Investment in Bath City Centre	See FBC Delivery Milestones agreed with WECA
Midsomer Norton High Street Renewal	Deliver £2.4m Investment on Midsomer Norton High Street	See Midsomer Norton HAZ Delivery Plan Milestones and scheme plan.
Local Centres High Street Renewal (Bath)	Deliver £0.5m Investment in Bath Local Centre High Streets	Pending completion of FBC
Vacant Unit Action Project – B&NES Wide	Deliver £0.5m Investment to bring vacant buildings on High Streets back into commercial, community and cultural use	See Business Case Delivery Milestones.
Milsom Quarter Masterplan	Support the refashioning of Bath's Milsom Quarter and bring forward key development opportunities	TBC Pending completion of Masterplan
Manvers Street, Bath Masterplan	Complete a Masterplan to inform future development proposals for the site	TBC Pending completion of Masterplan
Somer Valley Economic Renewal and Implementation Plan Pilot	Complete Plan and identify priority projects for funding bids	See Business Case Delivery Milestones (in development)

Service Plan key project activities

Team by team key project activities – see service plans

Bath Quays South & Bridge	Deliver £39m regeneration programme (£20m Commercial Estate Investment for No.1; £19m WECA/CCAF for enabling, public realm and bridge).	Outcomes - new offices at No.1 Bath Quays, co-working space at Newark Works, meanwhile use at Plot 2 and new pedestrian and cycle bridge. First tenants at No,1 fitting out and occupation by mid October. Public Real
Somer Valley Enterprise Zone	WECA Investment Fund - £749k feasibility funding to deliver LDO; £15.687m provisional programme budget to deliver SVEZ infrastructure and highways programme.	New employment zone in the Somer Valley delivering 1300 new jobs, reducing out commuting and responding to the climate and ecological emergencies via 10% BNG, net zero carbon policy compliance, active travel modal shift
Bath Quays North	SSB - £6m WECA – £37m Private - £23m	Delivers new flagship business district – circa 200,000 sq ft of accommodation Enabling activities: Relocation of coach parking to Odd Down Temporary car park on old Coach park Services diversions Avon Street car park demolition – commenced 31 Aug.
Bath Western Riverside	WECA £8.5m Homes England £12.5 m	Working with St William and Aequis to bring forward Phase 2 at BWR, strategic housing site delivering 1,000+ homes including AFH provision. Submission of masterplans Q4 2022/Q1 2023. Significant enabling works packages to be concluded.
ISTART	WECA - £1.44m to FBC	Council acting as strategic partner. UoB, BSU and Bath College are lead partners. New hub (circa 3,000 sqm at Bath College city campus) and spoke Skills, Innovation and Research facilities, supporting inclusive skills and growth and green recovery.

Informal Cabinet briefing – 6 Sept 2022

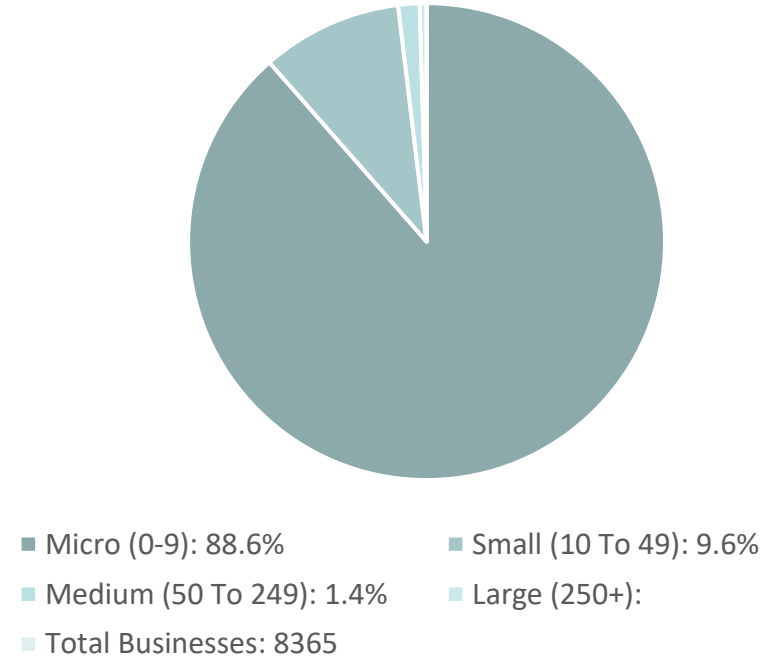
End &
Questions?

Economic Data- Key Elements

- » High concentration of employment within five sectors –public sector, health, education, retail, hospitality (tech high also)
- » Low wage economy vs high housing costs
- » Aging population
- » Low levels of industrial stock
- » Employment and employees – in and out migration
- » Move to sustainability and green jobs

Research to date has underpinned the development of the strategy and has grown so next phase will be taken forward by a project group (across depts and FAB)

B&NES Business Structure



This page is intentionally left blank

Bath & North East Somerset Council	
MEETING:	Corporate Policy Development & Scrutiny Panel
MEETING:	28th November 2022
TITLE:	2023/24 Medium Term Financial Strategy
WARD:	All
AN OPEN PUBLIC ITEM	
List of attachments to this report:	
Appendix 1: Medium Term Financial Strategy 2023/24 - 2027/28 Cabinet Report	

1 THE ISSUE

- 1.1 The Medium Term Financial Strategy was considered by the Cabinet at their 10th November 2022 meeting. It presents the future years Medium Term Financial Strategy that sets how the Council will need to respond to the budgetary impacts of rising inflationary costs 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 2023/24 – 2027/28 Cabinet report and supporting detailed appendix is 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 and rising inflationary cost of living pressures 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 2022/23
- 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 The in-year and future years financial challenge has been communicated to residents through budget engagements events on the 2nd and 3rd November. The future financial sustainability of Councils has been recognised through the Local Government Association's *Save local services* campaign, a motion in support of this was taken to the Council meeting on 17th November.

The final detail of the budget will need to be informed by the Chancellors 17th November budget statement and the 2023/24 provisional settlement from Government to Councils. Whilst we are expecting the full detail in December the Council is developing new savings proposals to address the £19.43m 2023/24 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 budget plans following the budget announcement and provisional settlement 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	2022/23 Revenue and Capital Budget Setting reports, 2021/22 Revenue and Capital Outturn Report, 2022/23 Quarter 2 Revenue and Capital Budget Monitoring.
Please contact the report author if you need to access this report in an alternative format	

This page is intentionally left blank

Bath & North East Somerset Council

MEETING	Cabinet	
MEETING DATE:	10 November 2022	EXECUTIVE FORWARD PLAN REFERENCE:
		E 3388
TITLE:	2023/24 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 as 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 following the Covid pandemic and cost of living crises 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 2023/24 that will be considered by this council in February 2023. 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 2022/23 and Financial Outlook – Council Agenda February 2022
Please contact the report author if you need to access this report in an alternative format	

Bath & North East Somerset – Medium Term Financial Strategy 2023/24 -2027/28

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.

Financial management following the Covid pandemic 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 responded to this challenge with a robust set of in year recovery measures that not only delivered a balanced budget in 2021/22 but also made a positive contribution of £4.03m to Council reserves. 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 MTFFS 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 forthcoming budget statement. This will set out the Governments 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 2023/24. 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 2021/22 the budget had a savings requirement of £8.48m, against this target the Council delivered savings of £7.89m (93%) with the balance rephased to 2022/23 and mitigated through other budget reductions. As a result of the ongoing budget challenge the 2022/23 budget requires the delivery of £11.87m in savings and income generation plans.

The MTFFS base case as set out in the report (section 9) estimates that the Council will need to find up to £36.00m (including the £2.32m already identified) in savings over the next five years. This is based on the assumption that Council tax increases of 2.99% remain for the spending review period up to 2024/25 with Council tax reverting to 1.99% from 2025/26.

The main contributing factor that is driving the budget gap is the rising inflationary pressures as a result of the cost-of-living crisis alongside the need to operate with a lower commercial income base budget. In addition, the Council continues to see demand and activity rise for essential Social Care services.

In the shorter term the profile of the savings shows a requirement of £24.09m over the next two years (£19.43m in 2023/24 of which there are planned savings of £2.32m, followed by £4.66m in 2024/25). This gives a front-loaded profile after taking account of the increases in pay and contract inflation.

To manage this risk section 10 of the report sets out the savings range and the level that has been used for planning purposes.

The current MTFFS base case includes increases of 1.99% per annum in Council Tax for each year of the plan. Adult Social Care Precept of 1% has been added for

2023/24 and 2024/25 in line with the government spending review and three-year settlement.

To manage financial risk the Council holds £12.58m of unearmarked reserves, if unutilised in 2022/23 the MTFS proposes that the Council makes an assessment of inflationary risk that is in addition to the amount built into the revenue budget proposal and holds a commitment against unearmarked reserves.

The Council holds Revenue Budget Contingency and Financial Planning / Smoothing reserves that enable one-off transitional funding to meet revenue costs. Over the life of the MTFS these reserves when drawn down will be replenished to ensure financial resilience and availability for future years budgets. 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 in line with the revised government guidance covering the period until the end of the 2024/25 financial year.

Capital spending will focus on the delivery of priority schemes within affordability levels, the 2022/23 Capital programme 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 2023/24 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

2021/22 Outturn

The Council delivered a favourable outturn position of £4.03m as follows:

Portfolio	Revised Budget £m	Outturn £m	Variance Over / (Under) £m
Economic Development and Resources	5.61	7.39	1.78
Climate and Sustainable Travel	1.10	0.77	(0.33)
Adults and Council House Building	56.90	52.84	(4.06)
Children & Young People, Communities & Culture	40.95	43.74	2.79
Neighbourhood Services	24.80	25.44	0.64
Transport Services	(2.90)	(7.38)	(4.48)
Planning	2.12	2.49	0.37
Total (before Carry Forwards)	128.58	125.29	(3.29)
Carry Forward Requests (underspends)			0.43
Carry Forward Requests (overspends)			(1.17)
Total (including Carry Forwards)			(4.03)

The £4.03m underspend was transferred to corporate earmarked reserves to smooth park & ride contract annual income risks during the Covid recovery period and to provide for the significant increase in energy inflation in 2022/23.

Budget 2022/23

The 2022/23 net budget of £126.74m was approved by Council in February 2022. Quarter 2 budget monitoring to the end of September, shows a projected overspend of £4.5m against the revised budget of £126.12m as shown below.

Current monitoring highlights the impact of inflationary and demand pressures on Council services, which have continued to increase since budgets were approved in February 2022.

Portfolio	Revised Budget £'m	Year End Forecast £'m	Variance Over / (Under) £'m
Leader of Council	(5.16)	(5.82)	(0.66)
Resources	15.54	16.27	0.73
Economic Development, Regeneration and Growth	0.58	0.54	(0.04)
Climate and Sustainable Travel	1.32	1.23	(0.09)
Adult Services and Council House Building	62.27	62.23	(0.04)
Children and Young People, and Communities	31.43	36.87	5.44
Neighbourhood Services	23.94	24.53	0.59
Transport	(6.08)	(6.40)	(0.32)
Planning and Licensing	2.28	2.44	0.16
Total	126.12	131.89	5.77
<i>Use of Corporate Social Care Contingency</i>	<i>0.00</i>	<i>(1.30)</i>	<i>(1.30)</i>
Quarter 2 Forecast Outturn Variance	126.12	130.59	4.47

The main overspend is in Children's Services where Demand-led placement and package costs continue to cause a significant pressure. Combined with staffing pressures as a result of covering absences within teams and responding to increasing complexity of need, the service is currently forecasting a £5.4m overspend.

The 2022/23 pay award is expected to be significantly higher than budgeted. The reversal of the employers' National Insurance increase in-year will offset this in part, but will result in a £2.2m unbudgeted cost to the organisation.

Further pressures are being experienced in the Bereavement, Waste, Corporate Estate and Planning Services. High levels of vacancies across the organisation, strong performance in Heritage Services and the Commercial Estate, and increased interest on cash balances and delayed need to borrow are providing favourable mitigations.

To mitigate the £4.5m pressure the Council is exploring what in year mitigations are available to prevent further use of reserves, this will be governed through a Financial Recovery Board that will maintain strategic oversight with mitigations reported through the quarter 3 monitoring to Cabinet. In the event the above budget position cannot be fully mitigated the Council's Revenue Budget Contingency Reserve and Covid Contingency Reserve will need to be utilised, subject to approval.

Analysis of Current Position

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

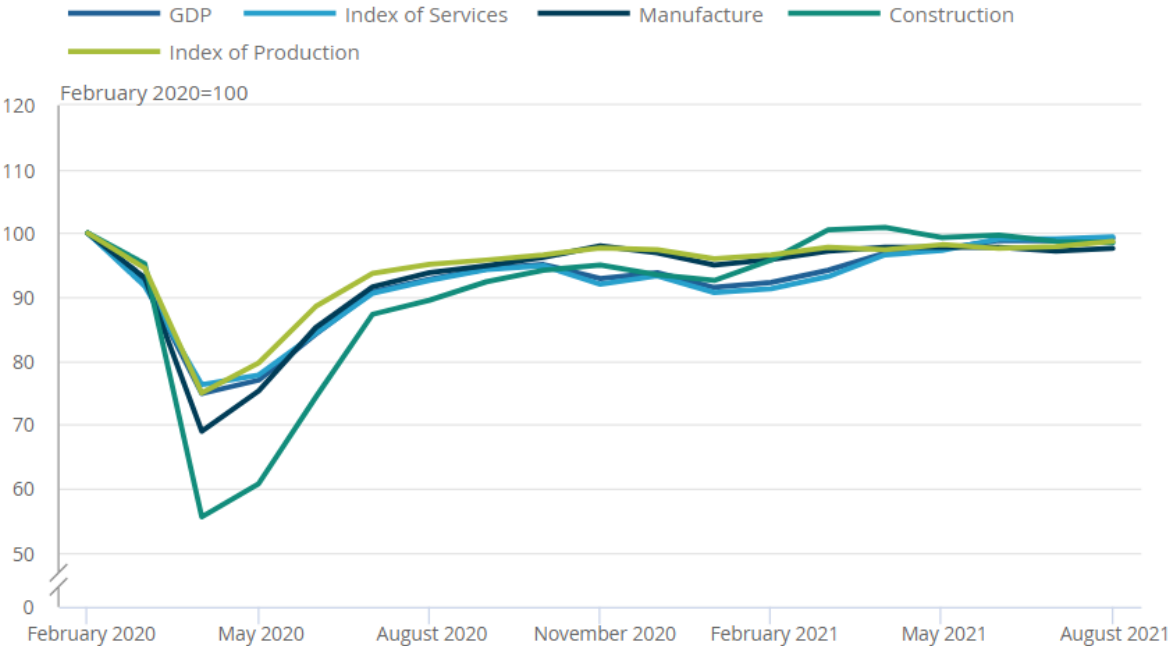
From 2019/20 the Council revenue support grant has reduced to £0.5m per annum (£31m in 2013/14) as a result we have become more reliant on external income to help fund core Council services. The Covid pandemic has created risk on the Councils reliance on its income through Commercial activity including 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

The Economic outlook

Whilst the UK economy made a good recovery following the Covid pandemic this has led to an increase in activity and shortage of supply at an international level resulting in a rise in inflation. In addition, the war on Ukraine has impacted on energy supply and price that has driven inflation to its highest level since the 1970's.

Monthly gross domestic product (GDP) and components index, seasonally adjusted, UK, February 2020 to August 2021



Source: Office for National Statistics - Monthly GDP

The Consumer Prices Index (CPI) rose by 10.1% in the 12 months to September 2022, up from 9.9% in August and returning to July's recent high. On a monthly basis, CPI rose by 0.5% in September 2022, compared with a rise of 0.3% in September 2021.

The high levels of inflation have impacted on the cost of running the Council and its budgets resulting in an increase in staffing costs for employed and contracted employees, also on its supplies and services provided through contracts. This has been a contributing factor to the current forecast overspend.

To illustrate the impact on the Council's supply chain for construction contracts the graph below shows the movement in prices over the last 12 months:

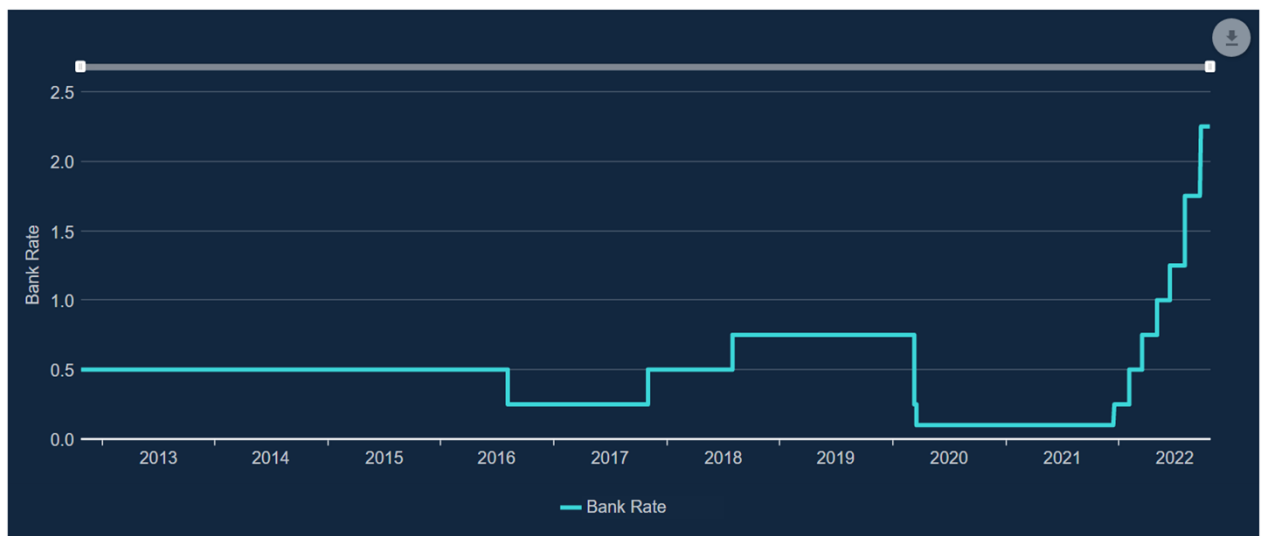


Source: Construction Output Price Indices (OPIs)

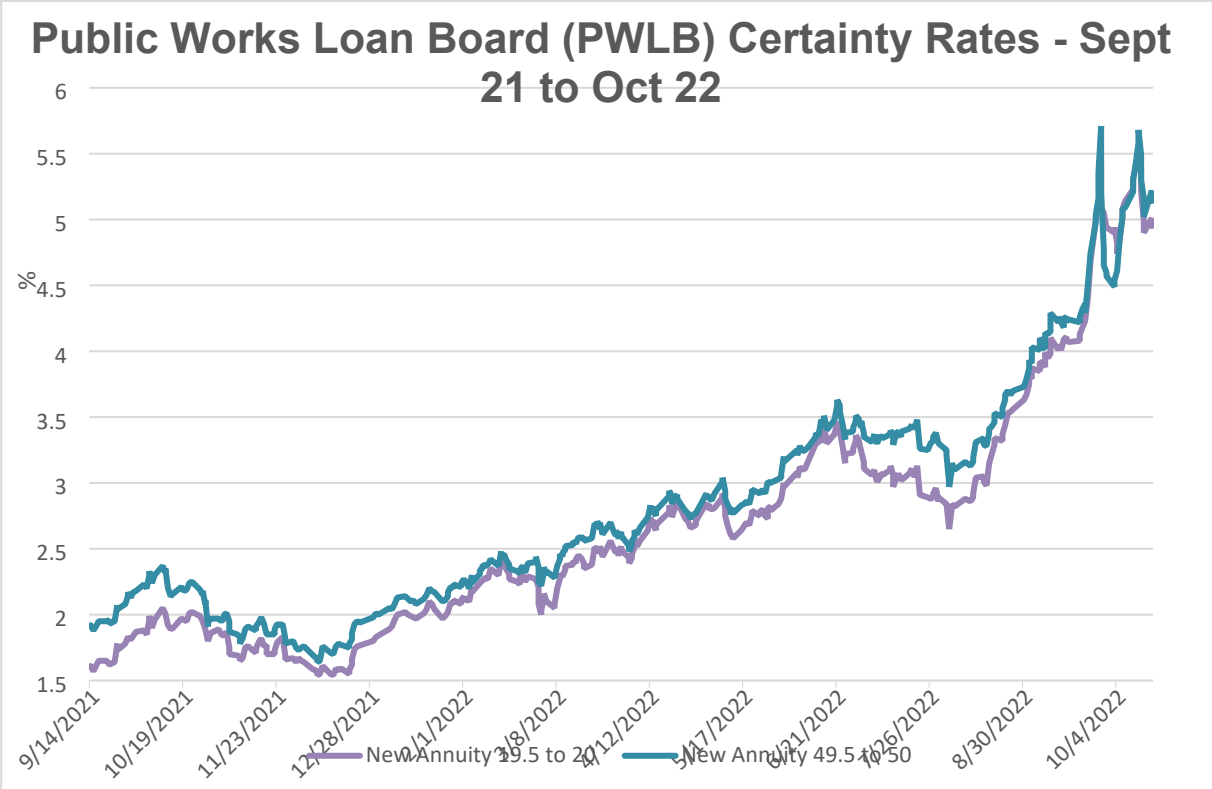
The graph above shows the biggest impact has been for new work with increases of around 10%.

Increases to the bank of England base interest rate from 0.10% during March 2020 to 2.25% on the 22 September 2022, this has an impact on public works loan board (PWLB) interest rate for borrowing required to fund the Council's capital programme.

Official Bank of England Interest rate



The graph below shows the latest PWLB interest rates trend:



For new Capital borrowing scheme affordability is being calculated with a 5% cost of capital rate which is a move away from the 3.5% previously used. To mitigate the risk of scheme affordability a review of the capital programme is being carried out to ensure that where schemes require borrowing to fund, the Council is following the approach set out in section 12 of this report.

Economic impact on the Councils income budgets

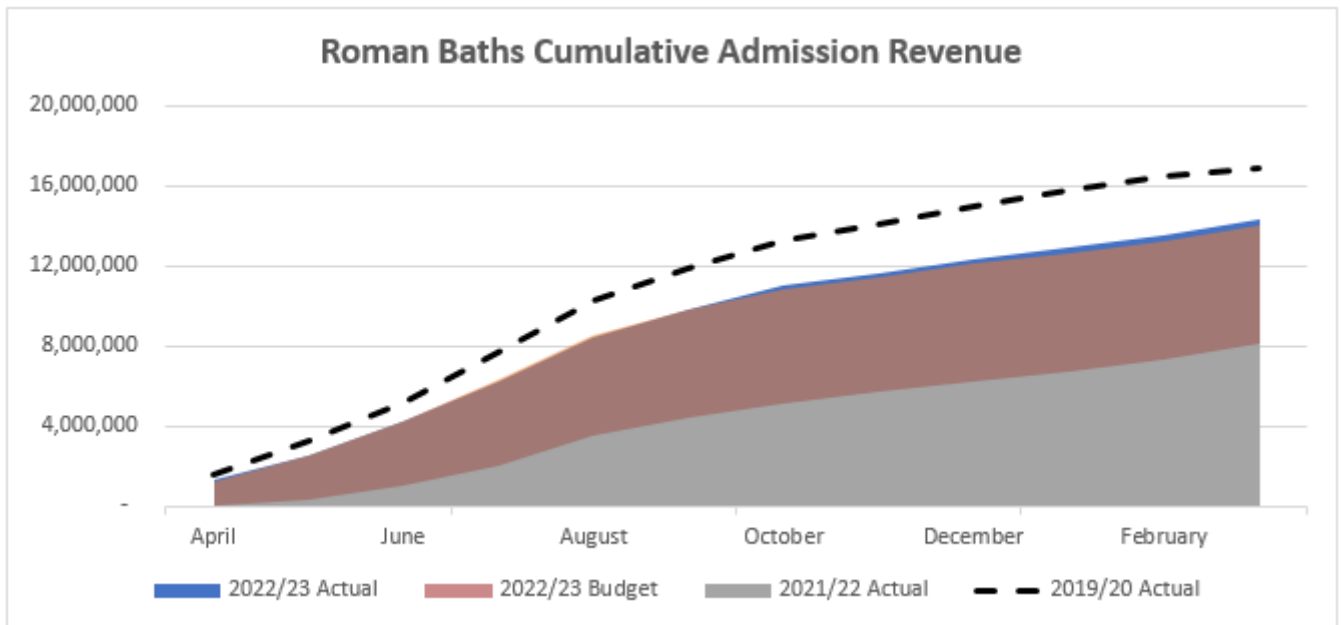
Current performance for the Council’s main income generating services are below:

Heritage Services Income

Heritage Services income budgets are largely driven by visitor numbers to the Roman Baths. The budget for 2022/23 was set at 60% of the pre-pandemic footfall, this reflected the recovery seen in 2021, but also the challenges around international travel and the predicted recovery rates for international tourists (which made up 40% of the pre-COVID footfall).

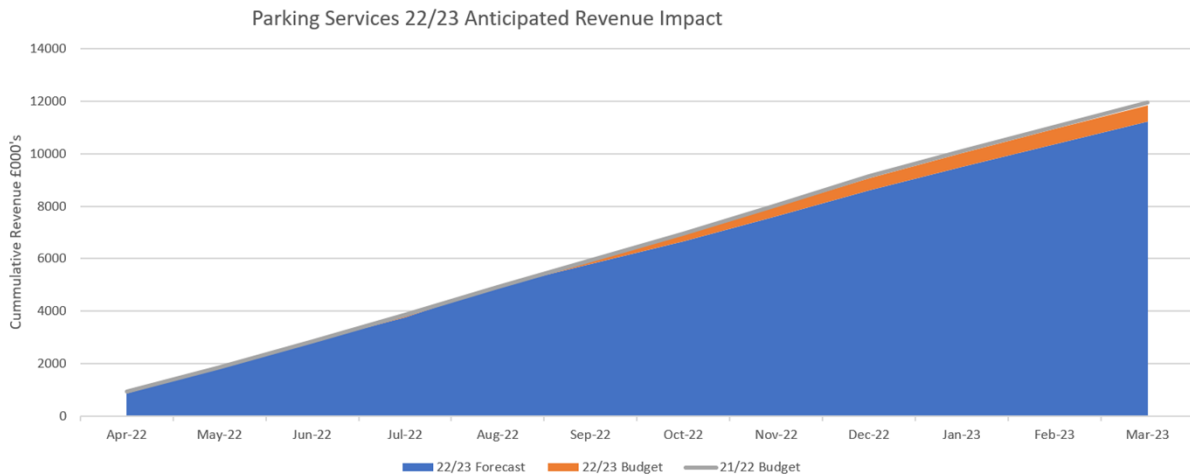
Roman Baths visitors were on budget through the spring and summer of the current financial year, during the autumn the rate of recovery has accelerated with visitors at 65% of 2019 figures in September. Through it’s approach to pricing Heritage Service will deliver 84% of the 2019/20 admission income, despite the significantly reduced footfall. On site spend in catering and retail has also been strong, exceeding targets and there has been continued strong demand for weddings across the venues operated by the Service.

The strong income performance has mitigated the inflation pressures on the expenditure budgets and, at Q2, the Service is forecasting an overachievement of £655k at the end of the financial year.



Parking Services Income

Prior to the pandemic, the Parking Services income budget was c£12m. The 2022/23 income budget was rebased to c£11.8m to account for the recovery post covid, but also building in the 22/23 savings of £660k. The service is currently projecting an overall year end £55k favourable position due to a strong performance of off street parking locations, with income now tracking at broadly the same level as pre pandemic averages, and a positive performance during the first two quarters of 2022/23. We are now seeing the partial shutdown of Avon Street having an impact on the income, but this is in part mitigated by the spaces at the temporary Green Park Road. However, we are forecasting further increases in Quarter 3 due to the implementation of the new pricing structure. PCN income is reduced due to recruitment issues mirroring the national and corporate position in operational roles, but the loss of income is offset by a cost saving due to vacancies. Income from Moving Traffic Enforcement PCNs has been delayed due to technical challenges delivering the warning notice functionality required by ministers and supply chain shortages with on street infrastructure.



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 2022/23 settlement will continue throughout the MTFs period, this is made up as follows:

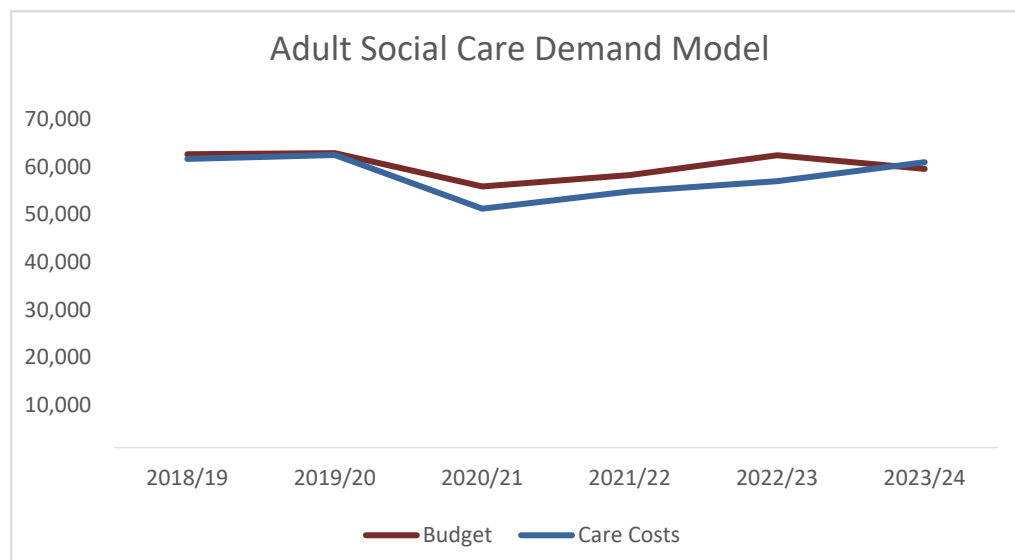
Grant	B&NES Allocation
Social Care support grant	£5.99m
iBCF Grant	£4.9m

The iBCF grant is part of the pooled budget with the B&NES Integrated Care Alliance (ICA) and ring-fenced to exclusively fund Adult Social Care.

Adult Social Care services (ASC) have been greatly challenged by the Covid-19 pandemic but it has also underlined the essential value of social care in supporting people to live the life they want to lead. During the pandemic, 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. The challenges facing ASC nationally as well as locally continue and include factors such as returning/increasing demand, both in activity and complexity, capacity to deliver required care, Inflationary pressures and market stability issues in the independent sector. These challenges are impacting all ASC users and carers and include all support reasons.

The MTFs allocates £12m 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 is increasing back to pre-pandemic levels and complexity of need and provider cost has increased.

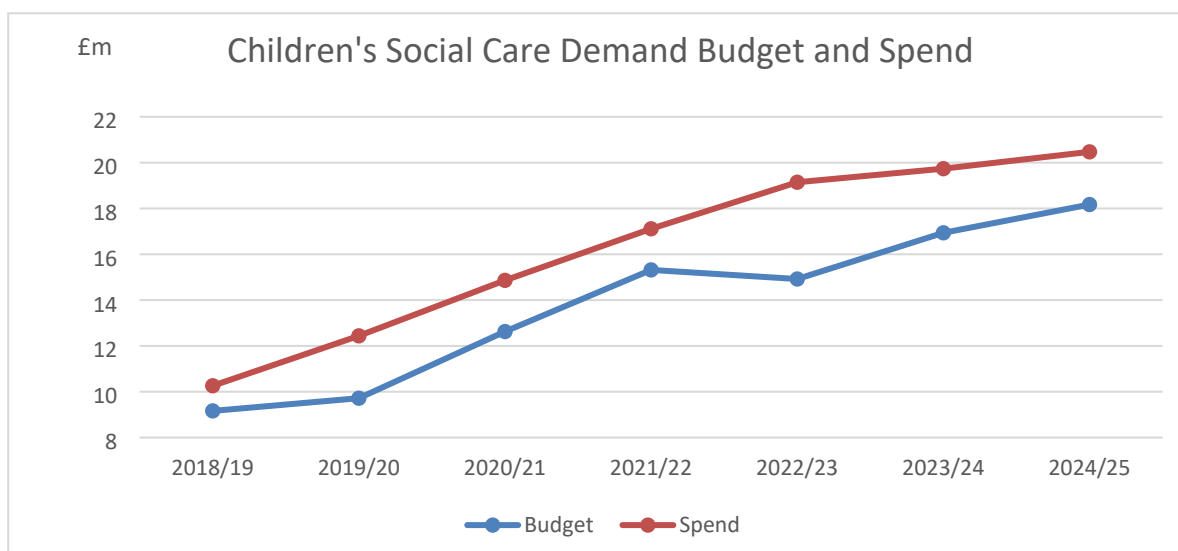
The following graph shows the impact of demographic and inflationary growth in ASC on the budget and outturn position since 2018/19:



The graph reflects the impact of the Covid-19 pandemic 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 impact of the pandemic continues to become clearer on already vulnerable people and the Government’s Social Care Reforms are introduced.

Children’s Social Care

As demonstrated from the graph below Children’s Services expenditure has not been manageable within the budget envelope. Rebasing exercises were completed for the 2020/21 and 2021/22 budgets, which added a total of £4.8m 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. The number of children looked after (LAC) by the Council has risen from 171 to 224 an increase of 31% in the last 15 months. The MTFs allocates £10.56m 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 2021/22 outturn resulted in a DSG cumulative overspend of £13.44m. During 2021/22 the spend on pupils with a Statement or EHCP increased by 8% when budget allocations from the DFE through the High Needs Block allocation increased by 3.6%. During the first part of 2022/23 the incidence of cases and costs has continued to rise, and predictions are showing that the overspend could increase by £5.7m. These increases will have to be met from the Dedicated School Grant of future years. A recovery plan has been submitted to the DFE and is currently being reviewed. The overspend is recorded as a specific reserve in the Local Authority (LA) accounts.

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.

7. Outlook for Government Grant Funding

Revenue Support Grant (RSG)

It is anticipated that there will be further delays in the planned Fairer Funding Review and that the Council will continue to receive the Revenue Support Grant (RSG) in 2023/24 of £0.5m based on the last spending review projections of a cash flat settlement for local government for 2023/24 and 2024/25. The remaining RSG allocated to B&NES has been rolled into the 100% Business Rate Pilot.

Lower Tier Services Grant & 2022/23 Services Grant

The Council received £1.8m from these two grants in 2022/23. The MTFs assumes that the Council will receive the same level of funding in 2023/24 in line with the current predictions of a cash flat rollover settlement. There is a potential risk to these funding levels if the government decides to distribute the funding in a different way or reduces the level of funding for 2023/24. The funding position will be confirmed in the December Provisional settlement.

New Homes Bonus

The Local Government Finance Settlement for 2022/23 confirmed continuation of the changes made to the funding arrangements for New Homes Bonus in 2020/21 and 2021/22, pending consultation on a replacement scheme. This resulted in a payment of £0.645m for new housing growth over the previous year, taking the total New Homes Bonus Grant to £2.037m for 2022/23, a reduction of £1.027m from 2021/22. The settlement announced that the grant element for 2022/23 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 reflecting the potential ending of the scheme in 2023/24.

<i>Payment relating to:</i>	Total New Homes Bonus Grant		
	2021/22 £'m	2022/23 £'m	2023/24 £'m
2022/23		0.645	
2021/22	0.759		
2020/21			
2019/20	1.392	1.392	
2018/19	0.913		
Total	3.064	2.037	0.000

The MTFs 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 2023/24 onwards.

Retained Local Business Rates – 100% Business Rate Retention Pilot

The 2022/23 Local Government Finance Settlement confirmed that the West of England 100% Business Rate Retention Pilot would continue into 2022/23. The estimated benefit is approximately £3.2m in 2022/23. No further announcements have been made yet by government on whether further extensions will be made past 2022/23. The plan currently reflects the risk that this benefit will be removed as part of the 2023/24 financial settlement with the Council reverting to the national Business Rate Retention Scheme pending the Local Government Financing and Fairer Funding review by the government.

The 2022/23 Budget included assumptions for likely levels of future Business Rate income, together with making specific provisions for appeals, increases in reliefs and growth and deletions. Business Rate bills are normally uplifted each year based on the September CPI figures, which for 2023/24 would represent a 10.1% increase. If the government decides to protect businesses from this level of increase through capping charges it would normally fully compensate Council's for the impact on retained business rate income. The 2023/24 Business Rate income forecasts currently allows for an inflationary increase of 7% whilst confirmation of the government's decision on charge increases and funding for next year is awaited. 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 three year 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 2021/22 outturn and the 2022/23 in year performance of the Collection Fund as part of finalising the Business Rate income forecasts for the 2023/24 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 Councils 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. 1.57% in the total allocations. Individual schools are protected under the National Funding Formula (NFF) to a 0.5% 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 has submitted an initial deficit recovery plan to the DfE to recover the deficit that exists at the end of 2021/22. The plan sets out our spending patterns and recovery of the deficit (with DfE support) by 2026/27. The DfE are currently conducting their due diligence on our plan with a decision on the support before April 2023.

The deficit recovery plan shows our proposals to review our processes to encourage schools to develop early support for pupils with SEND thus limiting the need for EHCPs. We are also creating more localised provision to limit expenditure on expensive non maintained special school places The Education Capital Programme has been utilised to direct resources to provide additional SEND places in mainstream schools and extend special school provision.

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 2022/23.

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 2023/24. This continues the transfers that have occurred in prior years, and would amount to approx. £635k.

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. The 2022/23 settlement confirmed a further £1.73m Social Care grant funding which was combined with the continuation of the existing Social Care Support grant to give a revised total of £5.99m. This funding is assumed as recurrent in the base budget.

Better Care Fund

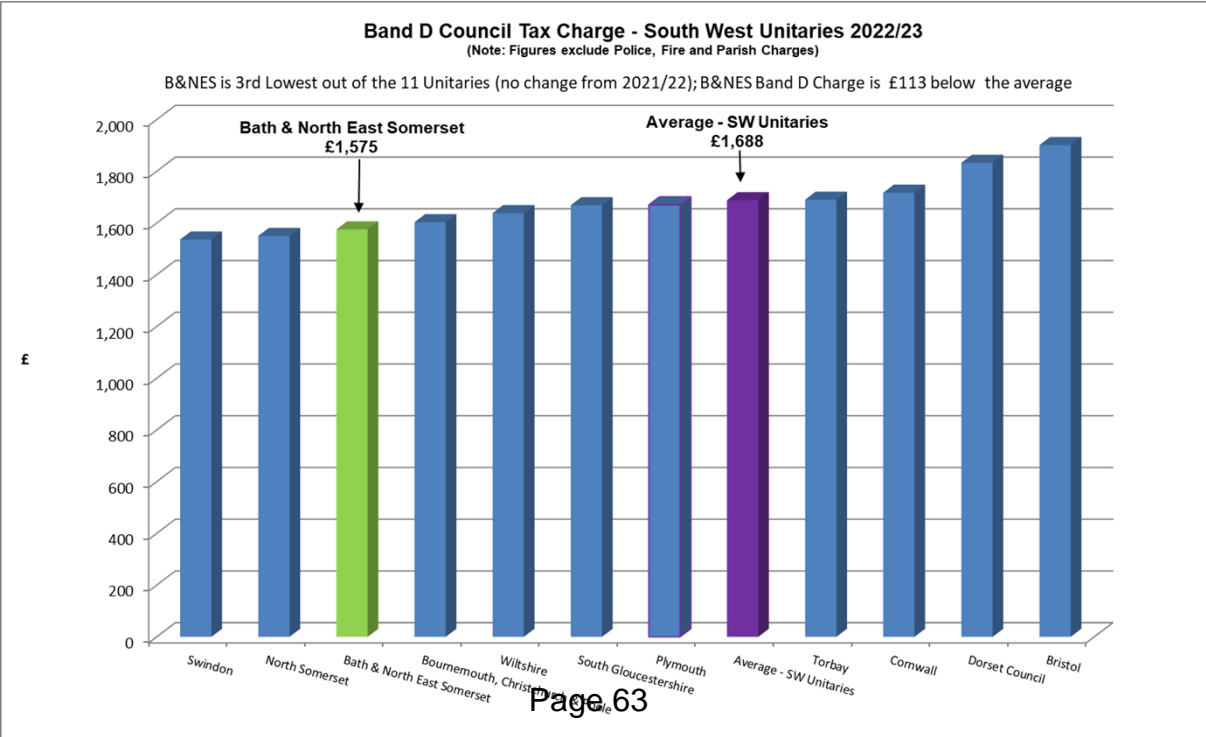
The Better Care Fund is intended to incentivize the integration of health and social care, requiring Integrated Care Boards (ICBs) and Local Authorities to pool budgets and agree an integrated spending plan. Greater integration is seen as a potential way to use resources more efficiently, by reducing avoidable hospital admissions and facilitating early discharge from hospital. The Better Care Fund (BCF) is one of the government’s national vehicles for driving health and social care integration and, whilst there was limited change to the 2022/23 Better Care Fund policy framework, the future direction of the BCF beyond 2023 will be consulted on to take into account the upcoming reforms.

The Council and ICB’s Better Care Fund has a minimum funding contribution of £14.1m in 2022/23 a 5.66% uplift on 2021/22. 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 ICB

8. Council Tax

Comparison of 2022/23 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 2023/24 has been updated to include the improved 2021/22 actual Council Tax collection fund outturn position of £0.26m providing a net deficit to be funded of £0.29m. This forecast will be reviewed and updated to take account of the 2022/23 in year performance of the Collection Fund as part of finalising the Council Tax base and income forecasts for the 2023/24 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 1.75% for 2023/24 and 1% per annum from 2024/25 onwards.

Adult Social Care Precept

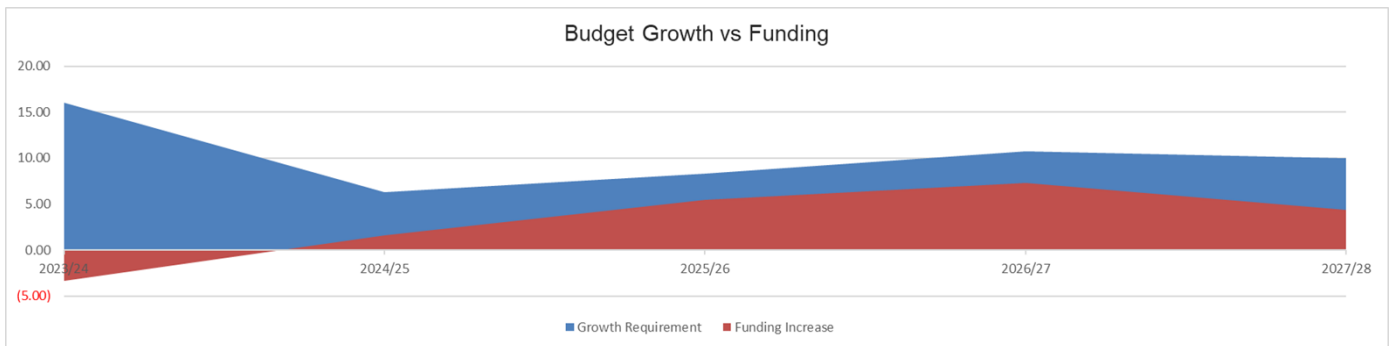
The Government, in recognising the continued pressures facing Adult Social Care (ASC) authorities, has allowed for a further 1% increase per annum through the three year spending review period from 2022/23 to 2024/25. The Medium-Term Financial Plan assumes that this applies annually to 2024/25.

9. Financial Outlook

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

Budget Planning	Future years assumptions £m					Total
	2023/24	2024/25	2025/26	2026/27	2027/28	
Growth Requirement	16.06	6.28	8.32	10.73	9.99	51.38
Funding Increase	(3.37)	1.62	5.45	7.27	4.40	15.38
Annual Funding gap	19.43	4.66	2.86	3.46	5.60	36.00
Savings Proposals	2.32	0.23	0.00	0.00	0.00	2.55
Remaining Funding Gap	17.11	4.43	2.86	3.46	5.60	33.45

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:



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				
	2023/24	2024/25	2025/26	2026/27	2027/28
Budget Requirement (Previous Year)	126.74	131.88	133.51	138.96	146.24
Budget Adjustments	0.00	0.00	0.00	0.00	0.00
Pay & Pension	5.90	1.68	2.53	2.30	2.33
Demographic Growth	1.72	1.72	1.72	2.72	2.72
Contract Inflation	3.65	2.22	2.28	2.31	2.36
New Homes Bonus Pressure	0.61	0.00	0.00	0.00	0.00
Capital Financing	0.87	2.14	1.08	1.02	1.00
Settlement grant funding	0.00	0.00	0.00	0.00	0.00
Budget pressure / rebasing	3.30	(1.48)	0.71	2.38	1.58
Funding Requirement Sub Total	16.06	6.28	8.32	10.73	9.99
Draft Budget Before Savings	142.80	138.17	141.82	149.70	156.23
Proposed Savings Plans	(2.32)	(0.23)	0.00	0.00	0.00
Estimated Savings Required	(17.11)	(4.43)	(2.86)	(3.46)	(5.60)
Savings Requirement Sub Total	(19.43)	(4.66)	(2.86)	(3.46)	(5.60)
Budget Requirement	123.38	133.51	138.96	146.24	150.63
Business Rate Relief Adjustment*	8.51	0.00	0.00	0.00	0.00
Revised Budget Requirement	131.88	133.51	138.96	146.24	150.63
Funding of Budget Requirement					
Council Tax	111.73	116.52	120.02	123.63	127.36
Business rates retention*	19.73	21.29	21.94	22.60	23.28
Business rates relief deficit (21/22) - s31 grant funded	0.00	0.00	0.00	0.00	0.00
Reserve transfer from Business Rates s31 grant reserve	0.00	0.00	0.00	0.00	0.00
Reserve transfers From	0.43	0.00	0.00	0.00	0.00
Reserve transfers (To)	0.00	(4.30)	(3.00)	0.00	0.00
Funding of Budget Requirement Total	131.88	133.51	138.96	146.24	150.63

The forecast includes the following cost pressures and assumptions:

- **Pay Inflation** – Estimated 3.00% per annum until 2025/26, 2% thereafter.
- **Council tax** – General assumed at 1.99%, Social Care precept 1% until 2024/25.
- **Pension Costs** – Have been revised in line with the recent revaluation no increase during financial planning period.
- **Demographic Growth & Increase in Service Volumes** – Additional demand from new placement and market pressures in Adult & Children Social Care;
- **Interest Rates** - Higher interest rate to follow movement in Bank of England base rate currently 2.25% for treasury management cash investments. The Council will fix budget interest rates following the provisional settlement;
- **Inflation** – CPI projections modelled on a higher rate between 5-10% this will be refreshed for the detailed budget proposal based on ONS data.
- **Budget Pressures / Rebasing** – 2023/24 budget rebasing takes into account current pressures on demand driven services including Children's Services and Waste.

- **Capital Spending** – an allowance has been made to fund previously agreed provisional schemes requiring borrowing.
- **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 2023 will be developed with the administration as part of the Corporate Strategy and have not yet been factored into the plan.
- **Reserves** – In recognition of inflation pressures commitment against un-earmarked general reserve for unbudgeted in year risks.

10. Managing the Medium Term Financial Strategy

Current estimates are that £36m 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 £24.09m, including the pre-approved savings of £2.55m. Due to the budget impact of rising demand and inflation this puts 67% of the 5 year MTFS savings in 2023/24 and 2024/25 with £19.43m to find next year.

This gives a challenging target next year which is 14.7% of the estimated net budget of £131.88m. 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

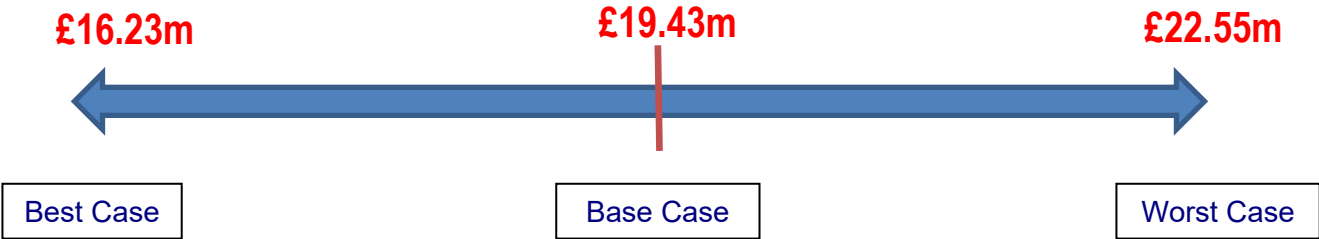
Change – Long term

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 2023/24 Budget proposal.

The savings scale below show’s how the MTFs base case presented in this report may change following the provisional settlement from government that will give clarity on the Council tax threshold, government grant levels and business rates retention.



The best case incorporates the extension of the business rates retention pilot that will benefit the 2023/24 budget by £3.2m

The worst case builds in a 10% reduction in government grants directly awarded through the local government settlement and pay inflation at 5%.

For financial planning purposes the base case is the most realistic assessment that recognises that numbers may move between now and the end of December. In the event that the local government funding position moves to the worst case the Council will need to consider further mitigations from the revenue budget.

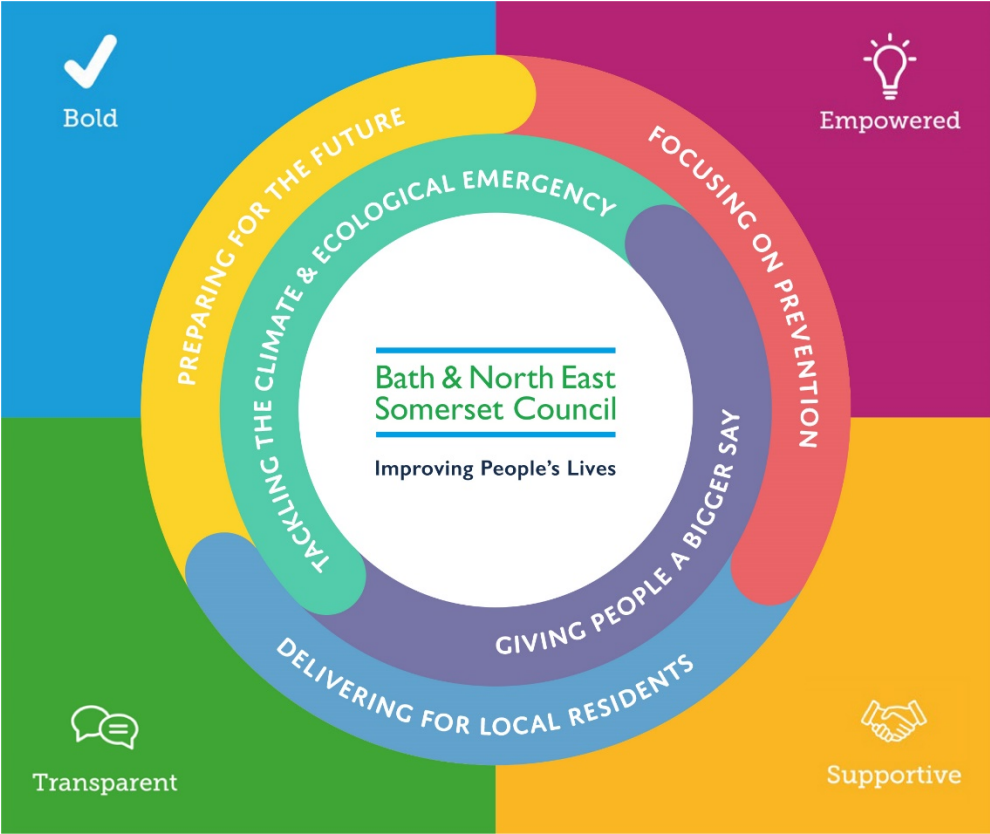
11. Corporate Strategy and Council priority areas

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 and the cost of living crises 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 2021. 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. The new code includes a clear statement that a local authority must not borrow to invest primarily for financial return.

The code 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, reduce, pause or stop 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 or 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 2022 as part of budget setting:

Capital Schemes for Approval

Cabinet Portfolio: Capital Schemes	Budget 2022/2023 £'m	Budget 2023/2024 £'m	Budget 2024/2025 £'m	Budget 2025/2026 £'m	Budget 2026/2027 £'m	Total £'m
Economic Development & Resources	38.824	15.886	13.480	1.593	0.000	69.784
Climate & Sustainable Travel	1.006	0.000	0.000	0.000	0.000	1.006
Adults & Council House Building	14.089	1.442	1.442	1.442	1.442	19.857
Children and Young People, Communities and Culture	1.886	0.000	0.000	0.000	0.000	1.886
Neighbourhood Services	35.418	10.374	0.800	0.000	0.000	46.592
Transport Services	2.014	0.000	0.000	0.000	0.000	2.014
Corporate Capital Contingency	2.828	0.000	0.000	0.000	0.000	2.828
Total	96.064	27.702	15.722	3.035	1.442	143.966

Cabinet Portfolio: Capital Schemes	Budget 2022/2023 £'m	Budget 2023/2024 £'m	Budget 2024/2025 £'m	Budget 2025/2026 £'m	Budget 2026/2027 £'m	Total £'m
Economic Development & Resources	49.339	12.755	12.268	4.440	4.400	83.202
Climate & Sustainable Travel	7.603	0.530	0.000	0.000	0.000	8.133
Adults & Council House Building	6.692	0.435	0.000	0.000	0.000	7.127
Children and Young People, Communities and Culture	21.817	0.000	0.000	0.000	0.000	21.817
Neighbourhood Services	9.028	12.417	24.661	9.463	9.497	65.065
Transport Services	5.535	1.163	1.163	1.293	1.163	10.317
Total	100.013	27.300	38.092	15.196	15.060	195.661
Grand Total	196.077	55.003	53.814	18.231	16.502	339.627

The current capital programme that was approved in February 2022 was funded as follows:

Financing	Budget 2022/2023 £'m	Budget 2023/2024 £'m	Budget 2024/2025 £'m	Budget 2025/2026 £'m	Budget 2026/2027 £'m	Total £'m
Grant	53.405	16.973	17.151	8.595	8.439	104.563
Capital Receipts/RTB	7.013	5.500	0.000	0.000	0.000	12.513
Revenue	0.632	0.000	0.000	0.000	0.000	0.632
Borrowing	126.224	31.713	36.663	9.636	8.063	212.299
3rd Party (inc S106 & CIL)	8.803	0.816	0.000	0.000	0.000	9.619
Total	196.077	55.003	53.814	18.231	16.502	339.627

Note this does not include slippage from 2021/22 which totalled £37.6m.

An allocation of £1.1m revenue budget to support new schemes has been factored into 2023/24, this is fully committed to the schemes and maintenance programmes added in the 2022/23 and previous years budgets. Any further capital investment requiring funding from corporately supported borrowing will require either the reduction of existing schemes or for the additional costs of borrowing to be incorporated in the 2023/24 and future years revenue budgets. The more detailed capital strategy will be updated for approval as part of the budget in February 2023.

Capital receipts will be used flexibly on appropriate revenue expenditure and further adjustments may be made as part of setting the budget for 2023/24 subject to any revision to 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. 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 2022/23 capital programme included a funded corporate risk contingency of £5m, of which £4.5m remains following allocations made during this financial year;
- 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 2022/23 the MTFs proposes that the Council makes an assessment of inflationary risk that is in addition to the amount built into the revenue budget proposal and holds a commitment against unearmarked reserves in recognition of this risk.

The following table shows each of the key reserves held for financial planning, the expected opening balance for 2023/24 and anticipated closing balance after the projected use:

	Estimated Balance 31/03/2023	Projected Use in Year	Current Estimated Balance 31/3/24
	£'m	£'m	£'m
Revenue Budget Contingency	3.20	0.00	3.20
Financial Planning and Smoothing Reserve	2.18	0.00	2.18
Restructuring & Severance Reserve	1.90	1.00	0.90

Following on from the Council's planned use of reserves for 2021/22 & 2022/23, balances will be replenished to pre Covid levels for the Revenue Budget Contingency and Financial Planning and Smoothing reserve by 2025/26.

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.

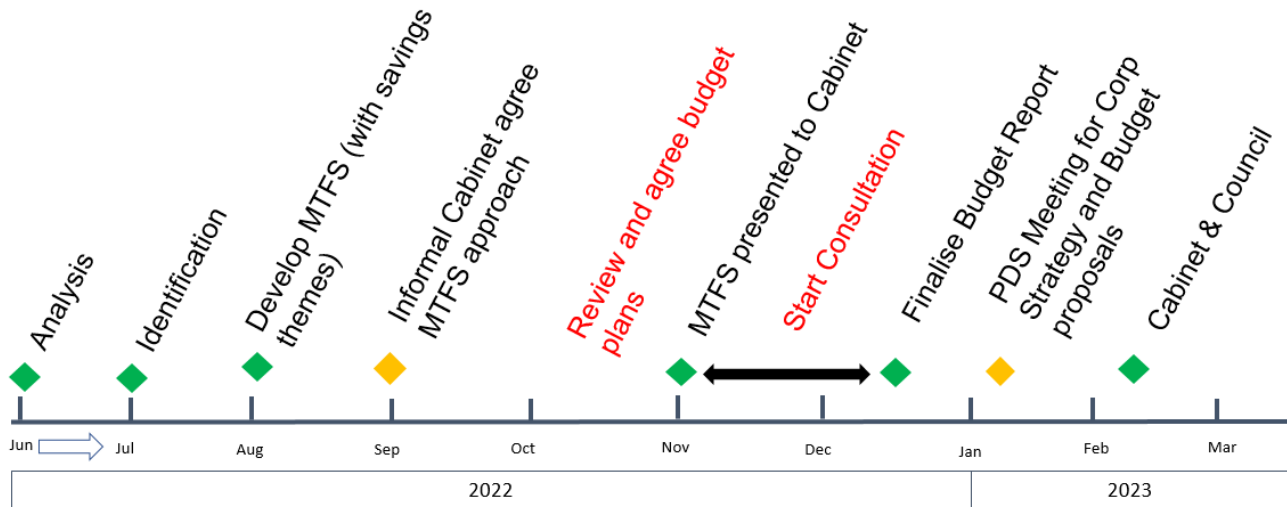
13. Public/Stakeholder Engagement

We will be making more information available on our MTFs for stakeholder engagement in November 2022, 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
Reinstated 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	Likely	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 following the Covid pandemic and impact on retail economy. There are risks in the retail & hospitality sector from a challenging labour market that is impacting recruitment to these sectors, so this may have an impact on business viability and income from Council tenants.
Contract inflationary pressure	Likely	High	With increase in wage, energy and fuel costs, Council contracted services are at risk of above budget price increases. This is an economic risk that has been recognised in the budget with a corporate inflation contingency for known areas that cannot be mitigated

			through activity management. Capital Schemes may need to be paused due to unfunded viability gaps due to increased supply chain costs.
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 changing customer expectations and international travel. We anticipated income will not fully recover in the medium term and growth was built into the medium terms financial plan between 21/22 and 24/25.
Impact on Reserves	Possible	High	Without additional government grant in recognition of unfunded inflationary pressures there is the risk that Council reserve levels are not enough to manage in-year and future years risk.
Interest rates increase	Likely	Medium	A reserve is available for borrowing to manage market risk and long-term borrowing costs have been factored into the longer-term MTFs. Borrowing rates have increased by around 2% since the start of the financial year with increased volatility in recent weeks following market concern over the UK economy and public finances. The latest forecast from our treasury management advisors is that borrowing rates will remain under upward pressure in the short term on inflation and central bank policy expectations, and investor uncertainty. Yields are forecast to fall slightly over the medium term as weak growth places pressure on central banks to ease policy. The Council will continue to consider shorter term borrowing options alongside the PWLB.
Volatility and uncertainty around business rates	Likely	High	<p>The impacts of the current economic challenges will increase the volatility and uncertainty around business rate income. In 2022/23 this risk has been partly offset by the extension of the business rate relief scheme for Retail, Leisure and Hospitality businesses.</p> <p>We continue to monitor arrears, CVAs, and liquidations with a specific reserve held to manage in-year volatility.</p>
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 and labour market may result in contractual cost pressures from customs tariffs that previously did not apply.
Funding pressures through WECA, ICB 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.

This page is intentionally left blank

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
28TH NOVEMBER 2022				
28 Nov 2022	Corporate Policy Development and Scrutiny Panel	Economic Development Update		Director of Sustainable Communities
10 Nov 2022 28 Nov 2022 E3388	Cabinet Corporate Policy Development and Scrutiny Panel	2023/24 Medium Term Financial Strategy	Andy Rothery Tel: 01225 477103	Chief Finance Officer (S151)
23RD JANUARY 2023				
		Budget Scrutiny		
30TH JANUARY 2023				
	Corporate Policy Development and Scrutiny Panel	Somer Valley Enterprise Zone		Chief Operating Officer
13TH MARCH 2023				
ITEMS TO BE SCHEDULED				

Ref Date	Decision Maker/s	Title	Report Author Contact	Director Lead
	Corporate Policy Development and Scrutiny Panel	Economic Strategy		Director of Sustainable Communities
	Corporate Policy Development and Scrutiny Panel	Invest in Bath and North East Somerset	Rob Dawson	Chief Finance Officer (S151)
Page 81	Corporate Policy Development and Scrutiny Panel	Emerging Digital Data	Jeff Wring Tel: 01225 477323	Chief Operating Officer
	Corporate Policy Development and Scrutiny Panel	Parish Charter	Dave Dixon	Director of People and Policy

The Forward Plan is administered by **DEMOCRATIC SERVICES:** Democratic_Services@bathnes.gov.uk

This page is intentionally left blank