

Corporate Policy Development and Scrutiny Panel

Date: Tuesday, 19th November, 2024

Time: 4.00 pm

Venue: Council Chamber - Guildhall, Bath

Councillors: Robin Moss, Lucy Hodge, Ian Halsall, Hal MacFie, Toby Simon,
Malcolm Treby, Colin Blackburn, George Tomlin and Duncan Hounsell



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>

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

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

3. **Recording at Meetings:-**

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

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

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

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4. **Public Speaking at Meetings**

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

Advance notice is required not less than two full working days before the meeting. This means that for meetings held on Thursdays notice must be received in Democratic Services by 5.00pm the previous Monday.

Further details of the scheme can be found at:

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

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Corporate Policy Development and Scrutiny Panel - Tuesday, 19th November, 2024

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 - 12)
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. COUNCIL OPERATING MODEL AND BE OUR BEST (BOB) UPDATE (Pages 13 - 36)

10. COUNCIL TAX REDUCTION SCHEME UPDATE

There will be a presentation at the meeting.

11. REVENUE AND CAPITAL BUDGET MONITORING, CASH LIMITS AND VIREMENTS
- APRIL 2024 TO JUNE 2024 (Pages 37 - 52)

12. PANEL WORKPLAN (Pages 53 - 56)

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

Tuesday, 17th September, 2024

Present:- **Councillors** Robin Moss, Lucy Hodge, Ian Halsall, Malcolm Treby, Duncan Hounsell and Shaun Hughes (in place of Colin Blackburn)

Apologies for absence: Councillors: Hal MacFie, Toby Simon and George Tomlin

91 WELCOME AND INTRODUCTIONS

The Chair welcomed everyone to the meeting.

92 EMERGENCY EVACUATION PROCEDURE

The Chair drew attention to the emergency evacuation procedure.

93 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Apologies were received from:

Councillor Colin Blackburn (substituted by Councillor Shaun Hughes)
Councillor Toby Simon
Councillor Hal MacFie
Councillor George Tomlin

94 DECLARATIONS OF INTEREST

There were none.

95 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

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

There were none

97 MINUTES

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

98 CABINET MEMBER UPDATE

Councillor Mark Elliott, Cabinet Member for Resources, gave an update which covered the following:

- The current primary focus is on the areas that are predicted to be over budget (Corporate Estate, Waste Management and Children's Services). The Cabinet Member is having regular meetings with the relevant Heads of Service.
- Regarding Children's Services, the Cabinet Member stated that there is a commitment to providing the best care to vulnerable children and also to looking at ways to best support them. He reported that the top 10 cases represent 20% of the budget.
- Regarding the BOB (Being Our Best) Programme, he reported that this programme is aimed at making the Council organisational structure fit for purpose (Great jobs, smarter structures and cultural excellence). The Cabinet Member reported good progress and engagement with Trade Unions. He stated that this is a significant piece of work and that the lead officer could give a full update at a future meeting of the Panel.

Councillor Halsall asked if Corporate Estate and Waste Management departments are being realistic in setting their budgets. The Cabinet Member explained that it is an exercise in lifting the lid and seeing what departments need and to get better visibility on this. The Executive Director (Operations) explained that in Waste Services there are some underlying pressures (staff costs/sickness pay etc). Budgets are now very lean. It is a heavy staff-based service. There is now a better understanding of the cost base.

The Executive Director (Sustainable Communities) explained that the underlying issues regarding the Corporate Estate are also being explored. There are three main issues – the cost of empty assets (eg Culverhay); lost income/rent for assets and plans to make savings in the running of the Corporate Estate which has been more challenging than anticipated.

Councillor Treby asked if there were any themes regarding the Corporate Estate savings and empty buildings. The Executive Director explained that a big issue is the cost of maintaining buildings which can fall within different budgets. Also, some recruitment (eg surveyors) can be difficult.

Councillor Halsall asked if any short-term measures could help such as short-term lease of properties while they are empty. The Executive Director explained that this is done already – an example is the short-term lease shops currently in the Post Office building.

Councillor Hodge asked if we are getting anywhere with Commercial Estate contributions regarding maintenance. The Cabinet Member explained that this is being worked on but there have been recruitment issues in the maintenance area. He is pleased with the progress on the Commercial Estate.

Councillor Hughes asked if these events could have been predicted at the time the budget was set and are there any more surprises to come. The Cabinet Member explained that you can never know everything, especially with demand led services. The Executive Director added that she is reasonably secure that there are no further

surprises and Quarter 2 should show the pressure coming down (this will be reported to the Panel at the next meeting).

Councillor Moss asked about the BOB programme and how many appeals there had been regarding the role profiles. The Executive Director explained that around 1000 job descriptions had been replaced with 350 role profiles. It is a two-stage process, there have been less than 100 follow up enquiries. Discussions with Trade Unions are confidential. The next letter to staff will be sent towards the end of this year.

Councillor Moss asked about the Guildhall market roof window which fell in this afternoon. Stall holders had highlighted concerns and there are cracks in similar windows. The Executive Director stated that this will be swiftly repaired. Regular assessments are done to establish priorities on the Corporate and Commercial Estate as we cannot afford to do everything. The roof of the Victoria Art Gallery is currently being replaced.

The Chair thanked the Cabinet Member and Executive Directors.

99 2025/26 MEDIUM TERM FINANCIAL STRATEGY

Councillor Mark Elliott, Cabinet Member for Resources, introduced the item, making the following points:

- This document is a holding pattern based on assumptions until the Chancellors statement in October when there may have to be readjustments.
- The financial position of the Council is sound.
- Children's Services continues to present extraordinary challenges.
- Adult Social Care – we have made the move to bring this back in house.
- Heritage and Parking Services are performing well.

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

Councillor Halsall asked if we are going to ask the Government about a tourist tax. The Cabinet Member explained that this was an idea that is being floated.

Councillor Halsall asked if the Cabinet Member believed that the Government recognised that a World Heritage City is in a unique position. The Cabinet Member explained that, being a relatively small authority, we need to emphasise our particular issues.

Councillor Hounsell asked why highways showed an underspend when there is so much work to do. The Executive Director (Operations) explained that the Highways cost centre is a mix of income and expenditure. The figure showing an underspend is showing income rather than a reduced spend. She gave assurance that we are on track in terms of revenue and capital.

Following a question from Councillor Treby, the Cabinet Member explained that he would be surprised if there was an underspend on revenue. Regarding capital expenditure – there may be an underspend as we want to have a better understanding of the work to be delivered. The Executive Director (Sustainable Communities) explained that a more professional delivery function is being

developed regarding the capital programme and sometimes there is a proactive decision to delay a capital spend.

Councillor Treby asked if it would be better to budget slightly higher regarding revenue and slightly lower for capital. The Executive Director explained that an underspend is budgeted regarding capital.

Councillor Hughes stated that he was reassured that the issues in Children's Services are being tackled. He asked if the Heritage Business Plan had been updated to show the latest figures. The Executive Director stated that she would get back to the Panel to explain the discrepancy.

Councillor Hughes stated his concerns about supporting businesses especially in relation to North East Somerset parking charges. The Cabinet Member stated that economic development money is being invested in Midsomer Norton high street regeneration and he disagreed regarding parking charges. Councillor Hughes stated that the bulk of investment in the town is in the Market Square, this was a Heritage Issue. We would not have chosen that. He added that sometimes projects take away money from where it should have been spent. The Cabinet Member stated that he would not characterise this as a misspend. Decisions on where money is spent are not within his portfolio.

Councillor Moss stated that some of the investment in the Somer Valley is reliant on partnerships.

Councillor Hodge asked the following questions. *Cabinet Member and officer responses are in italics:*

- What proportion of the budget is transferred to reserves and how much is allocated to the BOB programme? *The officer explained that £3m is temporary allocation for potential corrective payments.*
- Is the budget based on the assumption that the Government will limit Council Tax increases to 2%? *The Cabinet Member explained that we do not know what the Government will decide.*
- Heritage income generation is in the table – is this year's budget predicated on this and how confident are we of another increase. *The figures have been agreed with Heritage Services. It is an ambitious business plan following the recovery from Covid. There are projections on the return of the Chinese market and more yield per visitor.*

Councillor Halsall asked about Children's Services and whether we are getting best value when using third parties. He asked if we would save money if we brought SEND services in house. The Cabinet member stated that this would save money as currently it depends on who can meet the needs of a particular child, and it is a market with limited competition by 'for profit' companies. The Executive Director explained that the cost drivers are demand and cost per placement. She added that it is a volatile market and the type of child and need it changing. She stated that work can be done around social care such as with fostering families. We can look at the best packages and spend money wisely.

In response to a question from Councillor Treby, The Cabinet Member explained that some assumptions are made in the budget planning around contract inflation (residential places). There is still more work to do.

Councillor Moss referred to the proposed cuts to voluntary sector organisations being spread over 2 years in response to pressure. He stated that help is only starting now rather than at the time the budget was set. He asked if there were any pressures likely to come up in February – he mentioned Housing Revenue Account and Safety Valve. The Cabinet Member explained that there are discussions around community contracts, but we are not aligned with those organisations on how much engagement they were expecting. The Executive Director explained that there was a meeting with the current providers in May. We are managing the savings this year and will make sure there is no cliff edge. There will be a further two engagement sessions over the next few weeks. We do recognise the message coming back from the sector and we hear it.

Regarding the Housing Revenue Account (point raised by Councillor Moss), the Cabinet Member explained that external advice had been sought. The cost is already being built into the budget for the development of housing. Regarding the Safety Valve – this is an issue for central government to sort out.

The Chair thanked the Cabinet Members and Executive Directors.

100 PANEL WORKPLAN

The Panel noted the future workplan with the following:

November 2024 likely items:

- Quarter 2 Monitoring Report
- ADL Annual Report
- Council Tax Reduction Scheme Update

Other possible future items:

- BOB (Being Our Best) Programme
- New Performance Indicators (when available for Scrutiny)

The meeting ended at 5.15 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

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Bath & North East Somerset Council		
MEETING	Cabinet	
MEETING DATE:	14 November 2024	EXECUTIVE FORWARD PLAN REFERENCE:
		E 3582
TITLE:	Council Operating Model	
WARD:	All	
AN OPEN PUBLIC ITEM		
List of attachments to this report: None		

1 THE ISSUE

- 1.1 The Council is progressing a redesign of its core functions in terms of the structural configuration of its services. This is to ensure that responsibility within Council Departments are understood to enable a high level of service and also to help service redesign develop an operating model that is configured to deliver the Council's Corporate Strategy.

2 RECOMMENDATION

The Cabinet is asked to;

- 2.1 Support the proposed operating model and Directorate operating principles.
- 2.2 Approve the Council's Operating model and Directorate functions as set out in Annex 1 for use in service planning and redesign.

3 THE REPORT

3.1 Background

The Council has undertaken an organisation wide review and analysis of its current structures and alignment of functions. This resulted in commencing the Being our BEST programme which is an ambitious culture change programme, delivering "great jobs, smarter structures and a culture of excellence". The council has a strong leadership team in place and a clear and ambitious vision. However, we identified a disconnect between how we deliver against our corporate strategy, as the overall plans and values are not supported by the right structures, role clarity and ways of working. The programme was set up with three key workstreams each with the following aims:

Great Jobs focuses on making sure work happens at the right levels with the right reward policies and structures in place. This means having a clear and simple understanding of what the job does, recognising and valuing those who are technical experts in their field and how their career can progress from their role. We are establishing six job categories for the whole council to group together roles and levels of work and then setting career pathways both up and across the organisation.

Smarter Structures focuses on ensuring the whole council reduces duplication across roles, with better integration between departments. and simpler structures. This allows us to better understand the capabilities between specialisms and other managerial roles.

Culture of Excellence focuses on helping all staff maximise their potential through our current BEST values (Bold/Empowered/Supportive /Transparent). We are enabling staff to be change ready, identifying opportunities to improve our services and engaging with our residents. We also want to retain and reward our staff whilst encouraging others to join us and grow, through apprenticeships or otherwise.

The proposed changes to organisational design and senior structures so far have highlighted the need for a Council Operating Model that visually and verbally explains the purpose of the Council's Directorates and the functional responsibilities that sit within each Directorate.

3.2 Council Operating Model – Directorate Vision and Purpose.

The Target Operating Model has been developed as a high-level design model of our organisation's future structure and form that is now being taken forward through the Being our BEST programme which will enable the Council to meet its Corporate Strategy objectives. It will translate the organisation's vision into a model that can be applied in how the organisation delivers its services through its functions across Council Directorates.

The bullet points below set out the purpose:

- Allows senior management and Cabinet to articulate an agreed and **consistent view of the future** to staff and stakeholders
- Enable the **assessment of options**, and prioritisation of the organisations' business change portfolio
- Ensure the business and service planning decisions and resulting **programmes meet corporate strategy**
- **Involve key stakeholders** in its build such they have been able to challenge and gain deep understanding
- Clearly **lay out the future roles** and operating environment – to manage expectation and capability

3.3 The Operating Model

Within the operating model each Directorate is responsible for its functions and how they are designed, managed, structured and delivered across the Council. This will provide assurance to the Cabinet that Council activity and priorities will be delivered efficiently, effectively and economically.

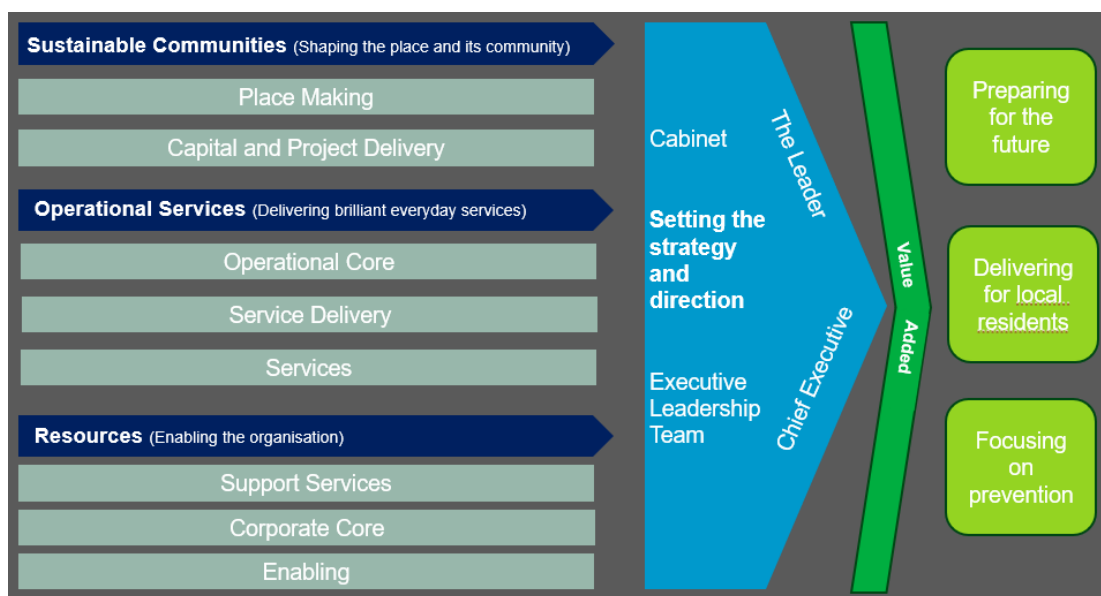
To give clarity and sense of purpose the following vision statements have been developed for each Directorate.

Sustainable Communities leads on place-shaping, working with communities and stakeholders to develop and deliver plans to achieve the Council's objectives in Bath and North East Somerset

Operations directly delivers or commissions most of the council's front-line services, protecting the most vulnerable, keeping communities safe, in good health for as long as possible and maintains and promotes our neighbourhoods and unique environment

Resources enables the Council to deliver its purpose through sound policy, strategy & governance and enables services to effectively manage our people, finances and information.

The operating model diagram below sets out the Directorate structure, the Corporate decision making budget with the Cabinet and Officer Leadership and the outputs which are the Corporate Strategy objectives.



Within the Directorate structure there are a range of services, the operating model clarifies where service management responsibility for each function sits, for example the responsibility for making management decisions about the Council's IT equipment and systems sits with the Council's IT service and not within other functions as this is a service that is there to support and meet the needs of the whole Council.

Detailed functions within the operating model are below:



To note, this is not a list of every team / function in the Council, this is to illustrate the core functional activities undertaken by each Directorate.

More detail on the functional responsibilities can be found in annex 1.

Following the support from the Cabinet this will be used to guide and test the changes to the Councils operating structure through the Smarter Structures workstream of the Being our Best programme. The critical success factor will be measured through the performance of the Council's functions within each Directorate and how they can support and demonstrate the delivery of the Council's Corporate Strategy.

4 STATUTORY CONSIDERATIONS

- 4.1 There are no immediate statutory considerations from the approval of this report, these will be identified and considered through the engagement and consultation on any resulting service structure changes.

5 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 5.1 This report does not create any additional resource implications as it is reporting the findings and outcomes from existing budgeted activities.

6 RISK MANAGEMENT

6.1 This report is for information only and risk assessments and management will be undertaken though the implementation of the Being our Best programme.

7 CLIMATE CHANGE

7.1 The Corporate Strategy highlights that “Tackling the climate & ecological 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.

7.2 The implementation of the Council’s Operating Model will be an enabler to delivery this Corporate Strategy Commitment.

8 OTHER OPTIONS CONSIDERED

8.1 None

9 CONSULTATION

9.1 Through the implementation of the Smarter Structures workstream there will be engagement and consultation with all impacted individuals and key stakeholders.

Contact person	Andy Rothery, Executive Director - Resources (S151 Officer) – 01225 477103; andy_rothery@bathnes.gov.uk
Background papers	None
Please contact the report author if you need to access this report in an alternative format	

Sustainable Communities functions

Place-shaping and policy making

Planning Policy
Housing
Transport
Climate change
Nature and green infrastructure
Corporate estate – land-use
Culture
Heritage
Economy
Tourism

Project Management

Project definition
Project management
Benefits realisation
Monitoring and evaluation

Asset management and curation

Asset condition
Asset management
Facilities management
Asset acquisition/disposal
Curatorial responsibilities

Community engagement and partnership

Engagement and consultation
Political interface
Partnership working
Joint ventures

Business case development

Project identification and prioritisation
Business case development
Analysis and assessment
Grant applications

Capital delivery

Capital project definition
Delivery programme and project management
Construction
Procurement
Contract management

Service delivery

Contract delivery
Visitor attraction operations

Operational functions

Statutory & Regulatory

Fair Trading
 Consumer Protection
 Metrology
 Food Standards and Safety
 Animal Health & Welfare
 Health and Safety
 Environmental Protection
 Licensing
 Pest and Dog Control
 Health Protection
 Waste collection and disposal
 Cleansing
 Arboriculture
 Burial of the destitute & closed
 churchyards
 Adult Social Care
 Mental Health
 Children's Social Care
 Special Educational Needs
 Safeguarding
 Education: Maintained
 schools, retained duties
 Sufficiency
 Home to School Transport
 Emergency Management
 Network/Traffic Management
 Highway Maintenance

Operational: Other

Co-production and co-design
 with communities, partners,
 service users
 User experience
 Statutory consultations
 Commercial Services
 Quality and assurance in
 service delivery
 Research

Mandated with discretion

Early Help
 Wrap around care
 Health Improvement
 Population Health
 Management
Provider Services
CCTV
Parks
Parking and P&R
Events
Bereavement
Leisure

Asset management

Asset condition
 Asset management
 Highways, parks, open space

Commissioning

Case for change
 Strategy
 Commissioning of core
 services
 Commissioning with partners
 Standards and specifications
 Brokerage
 Commercial
 Quality Assurance
 Contract Management

Resources functions

Financial Management

Corporate Finance
Corporate Accounting
Financial Planning
Budget Management

Financial Services

Payments
Assessments
Income & Debt Management
Insurance
Financial Systems & Control
Council Tax
NNDR

Information Management & Technology

Digital Development
Data Management/Business Intelligence
Technology
Systems Administration

HR and Organisational Development

HR
Organisational Development
Payroll
Health and Safety

Comms, Policy and Engagement

External Comms / Press
Internal Comms
Marketing
Corporate Policy
Engagement and Consultation
Business Planning

Performance & Planning

Performance Management
Business Intelligence
Benchmarking/VFM
Risk Management

Legal & Democratic

Legal
Democratic Services
Registrars
Electoral Services

Business Change

Service Re-design
Change Delivery

Customer Experience

Customer standards
Customer contact and Council connect
Libraries

Procurement

Procurement strategy
Compliance
Advice

Commercial Estates

Strategic planning
Asset Management
Property Management
Lettings

One West

Internal Audit
Counter Fraud
Complaints
One West Commercial

Avon Pension Fund

Pensions Administration
Pensions Investments
Governance/Brunel



Bath & North East Somerset Council

Improving People's Lives

Corporate PDS
19th November 2024

Objectives

- To provide corporate PDS panel members with information on the Being our BEST culture change programme
- To update on progress to date
- To provide information on the council's target operating model as part of this work
- To recognise the sensitive nature of parts of the programme and the context in which the information is shared

In early 2023, we identified several key pain points, drivers and aspirations (Korn Ferry 2023)

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Intended Culture has not been activated. The target culture of the organisation is not reflected in ways of working, and the BEST Values need activating.

There is a cultural tendency to avoid difficult conversations, and giving constructive feedback, which results in lack of accountability and creation of additional processes or activity.

Culture change has to happen through a mass movement for change; active programmes of organisational development (hard and soft wiring), articulation of behaviours, and reinforcing the right ways of working.



Organisation design does not reflect the operating model. There is a need to re-align SLT portfolios, to give greater effect to the intended operating model and strategy, and to create greater efficiencies and seamless ways of working.



The structure is fragmented and not supportive of the overall purpose. The structural layers, particularly management, need to be clarified and their purpose and contribution articulated to the whole organisation.

There is a need to break down silos and hierarchies, drive collaboration, team working and connection. This will help to optimise operational costs and identify potential structural savings/efficiencies, help to understand the 'heat-map' of skills and expertise across services, and enable Directorates to undertake objective, evidence-based service re-design, simplify the organisation



Job descriptions and job evaluation are cumbersome and don't support the workforce strategy. There are 936 individual job roles covering 2400 headcount, and no organisation wide job family or organisation wide view of jobs.

Job information is also lengthy and task based, which reduces the clarity given to the workforce on their roles. The job evaluation process is slow and inconsistent, and managers feel like they can't recruit or retain due to the current pay structure.



Pay and reward doesn't enable the attraction and retention of talent. The system for rewarding and attracting the right talent needs overhauling. There are issues with grading structures, and an over-reliance on market supplements demonstrates deficiencies in the ability of the system to retain and attract the right people. Equal pay for equal value is also a concern, and the planned increases in the NLW will drive the need to be more targeted in using available reward budgets.



There is room for making the structure more efficient. 363 roles are doing the same or very similar work to their manager. These roles cost the Council £12.36m and add to the lack of clarity concerning the contribution made by different types of roles. There are pockets of limited spans of control and a large amount of managers in some departments.

Korn Ferry

Korn Ferry HAY Group own the Intellectual Property of HAY job evaluation scheme

Used HAY at B&NES for a long time and we will keep using it




Well-established and robust JE methodology – used widely across public sector and over 200 other LAs

Originally commissioned them to do short piece of organisational structural analysis in Oct 2022 - and through workshops with SLT led to the Being our BEST programme, agreed with cabinet members

Role is expert advisers - role profile drafting and quality assurance and pay modelling

Context: Being our **BEST** Programme

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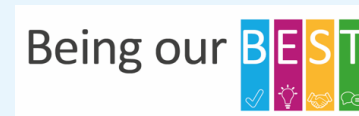
 Great Jobs	 Smarter Structures	 Culture of Excellence
<ul style="list-style-type: none"> • Work happening at the right levels with the right reward mix and value proposition • Jobs designed and simplified for outcomes; clearer career progression. • Relentless focus on working together, performance and accountability 	<ul style="list-style-type: none"> ▪ Simpler structures with focussed and valued managerial roles. ▪ Stronger capabilities in key areas like commissioning and deep specialisms. ▪ Less duplication, more integration, and stronger 'ownership'. 	<ul style="list-style-type: none"> ▪ Drawing on Council BEST Values to create a sustainable mass movement for change ▪ Engaged and enabled workforce driving performance and accountability ▪ Attracting and retaining a targeted and committed workforce ▪ Excellence in matrix working, decision making and prioritisation ▪ Harnessing the resident voice

Great Jobs (ED lead: Mandy Bishop)

“Pay and reward doesn’t enable the attraction and retention of talent. The system for rewarding and attracting the right talent needs overhauling. There are issues with grading structures, and an over-reliance on market supplements demonstrates deficiencies in the ability of the system to retain and attract the right people. Equal pay for equal value is also a concern” (Korn Ferry)

- Move from 999 job descriptions to 348 role profiles covering 2400 staff
- Job categories agreed and heat maps developed
- First matching letter sent 25th July
- Consultation and collective bargaining with trade unions since August 2024.

Linking role profiles to define career maps



Zone	Reference Level	Enabling Job Category					
		Administration	Business Analyst	Business Partner	Procurement	Project Management	Service Design & Improvement
Managers and Experts	17				Procurement Manager	Project Manager IV	
	16		Principal Analyst	Business Partner III	Procurement Officer IV	Project Manager III	Service Designer III
	15			Business Partner II	Procurement Officer III	Project Manager II	Service Designer II
Advisors and Supervisors	14		Business Analyst IV	Business Partner I	Procurement Officer II	Project Manager I	Service Designer I
	13		Business Analyst III		Procurement Officer I	Project Officer II	
	12	Business Support V Executive Support Assistant I	Business Analyst II			Project Officer I	

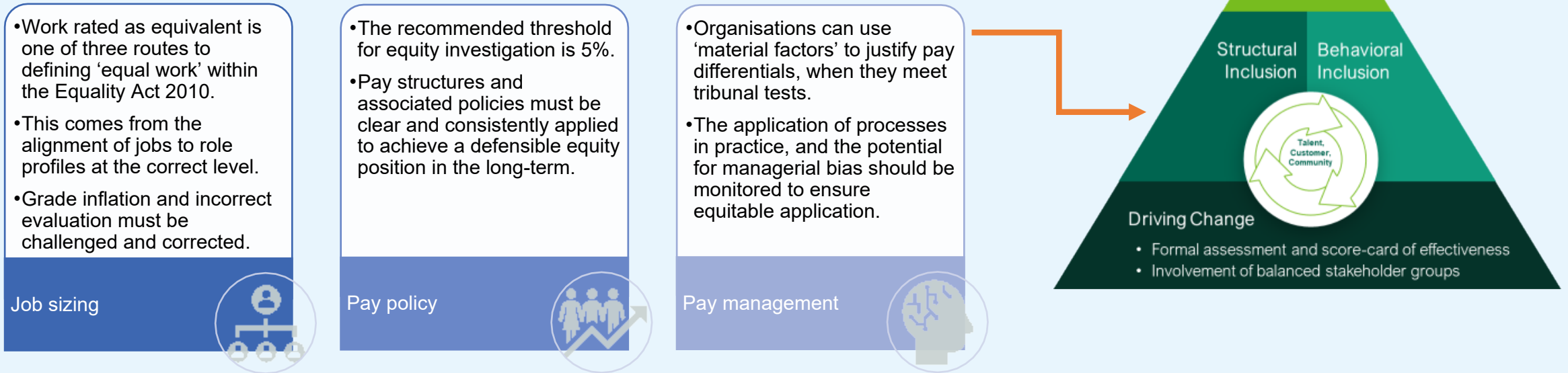
Where am I today?	Where can I go?	How can I get there?	Help me get there
An understanding of the level of work and family that you are in today	A clear description of related roles - different types and levels of work in the organization	Clarity on the skills, experience and possible journeys to get to a destination role	Development resources, coaching from management, career development process and tools
Starting point: Role Profile	Finding related roles: Your current role, destination roles and feeder roles	Building career journeys: Planned journeys and personal self-navigated journeys	Career accelerators: Multi-faceted development, including on the job experiences, feedback and reflection

Heat map of people by job category

Zone of work	Customer Services	Enabling	Health, Wellbeing, and Care	Leadership	Operations	Place Shaping and Delivery
Executive				1		
				2		
				5		
				4		
Senior Management				22		
		2	3	39		
		11	1	39		
Managers and Experts		12	25	91		13
	3	102	67	17		22
	2	67	52	40		53
Advisors and Supervisors	12	80	47	42	8	46
	35	63	93	43	12	50
	38	53	97		10	81
Process and Technical Support	29	77	6		63	10
	63	123	301		206	28
	109	22	1		91	5
Frontline	46	4			104	
		2			79	
		2			32	
					1	
					2	

Enabling long term equity

The project is defining pay and grading arrangements in an environment of increasing equal pay focus both within the sector and beyond. It is critical for the aspects of reward design and management which enable long-term pay equity to be effective. This requires a balance between the flexibility required to recruit and retain key skills with the governance and control to manage risk over time.



Key principles

Grading structure

- Using job evaluation to identify logical boundaries
- **Work zones with identified grades to support career management**



Market

- Identifying external market data to inform the Council's arrangements
- **Public and Not-for-Profit (PNFP) National and local data**



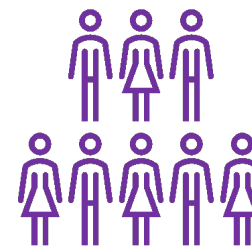
Anchor

- Defining the point within the external market to 'anchor' pay arrangements
- **Median pay for fully competent contribution**



Equity

- Equal pay for work of equal value
- **All staff have access to reward and career development opportunities**



Pay range

- How individuals progress, based on which criteria
- **Progression based on capability building**



Smarter structures (ED lead: Andy Rothery)

“The structural layers, particularly management, need to be clarified and their purpose and contribution articulated to the whole organisation.” *(Korn Ferry)*

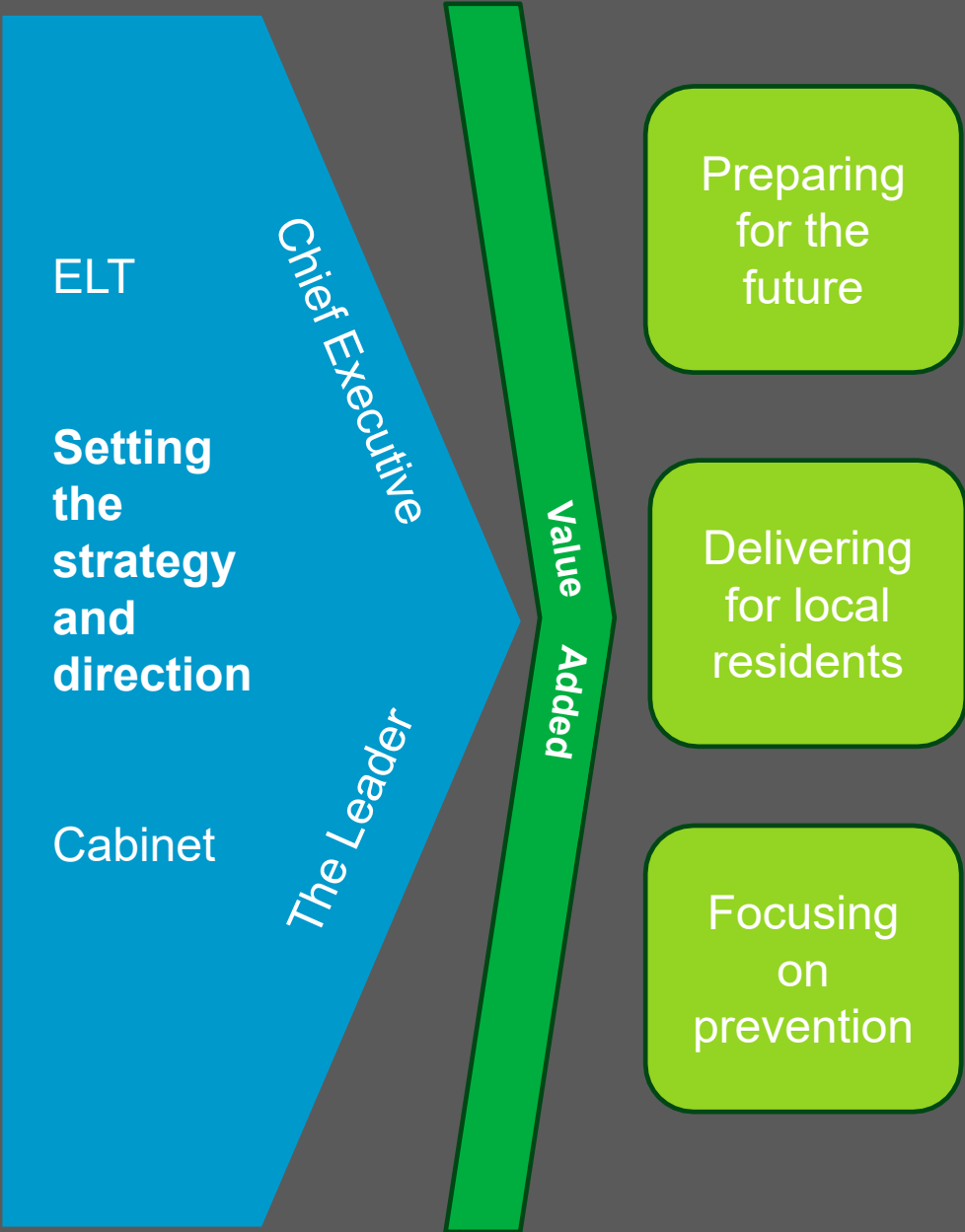
- Organisational analysis report received Oct 2023
- Revised Organisational Design Principles set and agreed
- £4.5M savings identified across 24/25 and 25/26
- Director restructure completed Jan 2024
- Head of Service restructure completed June 2024
- Service redesign phase 1 is underway led by Heads of Service.

Council operating model principles

- Each Directorate is responsible for the functions set out in the operating model and how they are designed, managed, structured and delivered across the Council
- Resources will enable the Council to deliver its purpose through sound policy, strategy & governance and enable services to effectively manage our people, finances and information.
- Sustainable Communities leads on place-shaping, working with communities and stakeholders to develop and deliver plans to achieve the Council's objectives in Bath and North East Somerset
- Operations will directly deliver or commission most of the council's front-line services, protecting the most vulnerable, keeping communities safe, in good health for as long as possible and maintain and promote our neighbourhoods and unique environment

Council operating model

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The functional operating model



Culture of excellence (ED lead: Sophie Broadfield)

“Intended Culture has not been activated. The target culture of the organisation is not reflected in ways of working, and the BEST Values need activating. There is a cultural tendency to avoid difficult conversations, and giving constructive feedback, which results in lack of accountability and creation of additional processes or activity.” (Korn Ferry)

Four key workstreams:

- Leadership reset
- New Management Development programme launched Nov 2024
- Embedding our values and behaviours (staff conference spring '25)
- Staff engagement (change agents, focus groups)

How we are changing

- As a result of this programme, you can expect a supportive workplace where we all can thrive and be empowered and trusted to make decisions. Each one of us will have a clear purpose and clear expectations, with the opportunity to progress in the organisation should you so wish to.
- Improving the way we work collectively – by removing the disconnects between departments and ensuring we engage effectively with people internally and externally.
- Maximise our efficiency by simplifying our own processes and therefore increasing internal capacity.
- Clarity on what our pay and reward offering is, modernising and having clear and fair career pathways for new and existing staff.
- Ensuring our culture aligns to our BEST values and allows us to have challenging conversations in a safe environment and always being ready for future change

Bath & North East Somerset Council	
MEETING:	Corporate Policy Development & Scrutiny Panel
MEETING:	19th November 2024
TITLE:	Revenue and Capital Budget Monitoring, Cash Limits and Virements – April 2024 to September 2024
WARD:	All
AN OPEN PUBLIC ITEM	
<p>List of attachments to this report:</p> <p>Appendix 1 - Revenue & Capital Budget Monitoring, Cash Limits and Virements – April 2024 to September 2024 Cabinet Report</p> <p>Annex 1: Revenue Dashboard</p> <p>Annex 2: Capital Dashboard</p> <p>Annex 3: Revenue Savings Monitor</p>	

1 THE ISSUE

- 1.1 The report was considered by the Cabinet at their 14th November 2024 meeting. It presents the April 2024 to September 2024 revenue and capital budget monitoring for 2024/25.

2 RECOMMENDATION

The Panel is asked to;

- 2.1 Note and discuss the Revenue & Capital Budget Monitoring Report.

3 THE REPORT

- 3.1 The Revenue & Capital Budget Monitoring report and supporting main detailed appendices are included as the appendices to this report and for Panel consideration.

- 3.2 The summarised Council budget monitoring position is as follows, full details are included in the main report (Appendix 1):

The net revenue forecast position for 2024/25 is £5.54m over budget prior to further management action plans.

Main pressures at portfolio level arose in:

- Children Services £5.51m (Children Social Care demand & Home to School Transport pressures)

- Economic and Cultural Sustainable Development £1.51m (Corporate Estate running costs for surplus assets and loss of income from unlet buildings, and similarly the Regeneration service has rental income below target and unmet savings targets)
- Neighbourhood Services £0.94m (High staffing costs and the dual running of waste depots, and lower than budgeted income impacting Licensing, Pest Control and Bereavement Services)

Main favourable areas at portfolio level:

- Resources £1.62m (mainly due to additional investment income from higher interest rates, reduced Minimum Revenue Provision (MRP – capital borrowing principal repayment) and lower Corporately Supported Borrowing costs associated with provisional capital schemes that have not progressed to fully approved in year)
- Highways £0.65m (Parking income has exceeded budget)

Having developed urgent management action plans, £3.72m of mitigations have been identified reducing the forecast over budget position to £1.82m. The plans are detailed in paragraph 3.6 of the main report.

The 2024/25 revenue budget approved savings of £16.42m with £12.81m forecast as achieved at the end of September, representing 78% delivery. Of the £3.61m not currently achieved, £2.65m are being mitigated through underspends, contingency or income elsewhere in the respective service, while £0.96m of savings are delayed, resulting in unavoidable in year pressures.

Capital spend is forecast to be £23.2m (23%) below the current approved budget of £100.7m, mainly reflecting reprofiled spend into future years.

4 STATUTORY CONSIDERATIONS

- 4.1 The annual medium-term financial planning process allocates resources across services with alignment of these resources towards the Council's corporate priorities. This report monitors how the Council is performing against the financial targets set in February 2024 through the Budget setting process.

5 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

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

6 RISK MANAGEMENT

- 6.1 The substance of this report is part of the Council's risk management process. The key risks in the Council's budget are assessed annually by each Director, with these risks re-assessed regularly as part of the budget monitoring process.

7 CLIMATE CHANGE

- 7.1 The Medium Term Financial Strategy and budget process aligns resources towards the corporate priorities and objectives set out in the Corporate Strategy, which includes tackling the climate emergency. This report monitors the

Council's financial performance against those budgets. and 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 Consultation on the Cabinet Report was carried out with the Cabinet Member for Resources, Directors, Executive Director-Resources (S151 Officer), Chief Executive and Monitoring Officer.

Contact person	<i>Gary Adams – Head of Financial Management</i> Gary_Adams@bathnes.gov.uk Andy Rothery, Executive Director of Resources (S151 Officer) Andy_Rothery@bathnes.gov.uk
Background papers	2024/25 Revenue and Capital Budget Setting reports Revenue and Capital Budget Monitoring, Cash Limits and Virements – April 2024 to June 2024 Report – September Cabinet Meeting
Please contact the report author if you need to access this report in an alternative format	

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Portfolio Number and Description	Cashlimit Number and Description	Current Budget £000	Quarter 2 Published Forecast £000	Change from previous Quarter Forecast Variance Over / (Under) £000	Forecast Outturn Variance Over / (Under) £000	Outturn Variance Analysis	Outturn Recovery Plan
Detailed Analysis of Budgets for Leader of Council							
P04 Leader of Council	1112 Housing Delivery Vehicle	(1,000)	(1,000)	0	0	No variance reported	Not applicable
P04 Leader of Council	1119 Emergency Planning	698	660	(34)	(38)	Favourable movement due to slippage on the new CCTV maintenance contract.	Not applicable
P04 Leader of Council	1136 External Affairs & Partnerships	0	0	0	0	No variance reported	Not applicable
P04 Leader of Council		(302)	(340)	(34)	(38)		
Detailed Analysis of Budgets for Climate Emergency and Sustainable Travel							
P27 Climate Emergency and Sustainable Travel	1127 Environmental Monitoring (Air Pollution)	202	160	(3)	(42)	Favourable staffing variance due to vacancies and recovery of staff time charged to projects	Not applicable
P27 Climate Emergency and Sustainable Travel	1135 Transport Planning, Policy and Sustainable Transport	449	518	69	69	The majority of this net adverse position relates to reduced staff recharges to project work.	Historic staff income/recharge targets continue to be rolled forward, meaning that the current position of staff vacancies, and other priorities diverting staff away from revenue generating projects, mean these targets cannot be met. Mitigation plan is to use grants to their full extent, and prioritise recharge generating work as far as possible
P27 Climate Emergency and Sustainable Travel	1137 Green Transformation	669	574	(90)	(95)	The favourable variance is due to staff vacancies; work underway to secure alternative delivery of outcomes, not yet added to forecast until confirmed.	Not applicable
P27 Climate Emergency and Sustainable Travel Total		1,320	1,252	(24)	(68)		
Detailed Analysis of Budgets for Council Priorities and Delivery							
P32 Council Priorities and Delivery	1047 Human Resources & Organisational Development	887	842	(26)	(46)	A small staffing underspend as a result of a vacancy within the Health, Safety and Well-being team	Not applicable
P32 Council Priorities and Delivery	1132 Business Change	760	760	0	0	No variance reported	Not applicable
P32 Council Priorities and Delivery	1143 Corporate Office	1,999	2,001	19	2	No material variance reported	Not applicable
P32 Council Priorities and Delivery Total		3,646	3,603	(7)	(44)		
Detailed Analysis of Budgets for Resources							
P19 Resources	1032 Information Technology	7,448	7,448	0	0	No material variance reported	Not applicable
P19 Resources	1040 Finance	2,498	2,489	(10)	(10)	No material variance reported	Not applicable
P19 Resources	1041 Revenues & Benefits	2,049	2,120	40	71	Staffing pressures within the service area, including filling some existing vacancies with agency	Reduction in reliance on agency staff by recruiting staff to permanent positions. Review of staffing structure to ensure posts are relevant to workload, alongside the introduction of new technologies.
P19 Resources	1042 Risk & Assurance Services	1,519	1,525	7	7	No material variance reported	Not applicable
P19 Resources	1053 Council Solicitor & Democratic Services	2,790	2,886	(10)	96	A legacy savings target remains undelivered.	Whilst the savings target will not be achieved, vacancy management and discretionary spend will be monitored closely to assess mitigation opportunities.
P19 Resources	1054 Hsg / Council Tax Benefits Subsidy	405	405	(101)	0	No variance reported	Not applicable
P19 Resources	1055 Capital Financing / Interest	4,906	3,856	(500)	(1,050)	There is an £800k underspend against the budget for MRP (Minimum Revenue Provision), following the final calculation of the 2024/25 charge. In addition, income from investment interest is currently forecast to be £250k greater than budgeted levels. This is mainly due to the Bank of England continuing to maintain the higher Base Rate for longer than was anticipated at the time the budget was set, resulting in the achievement of higher rates of return on investments.	Not applicable
P19 Resources	1056 Unfunded Pensions	1,388	1,388	0	0	No variance reported	Not applicable
P19 Resources	1057 Corporate Budgets including Capital, Audit and Bank Charges	(959)	(1,853)	(797)	(894)	Corporately Supported Borrowing costs associated with provisional capital schemes that have not progressed to fully approved in year are estimated to come in £800k under budget. Furthermore, an unbudgeted grant relating to business rates was received in-year.	Not applicable
P19 Resources	1058 Magistrates	12	12	0	0	No variance reported	Not applicable
P19 Resources	1059 Coroners	550	550	0	0	No variance reported	Not applicable
P19 Resources	1060 Environment Agency	262	262	0	0	No variance reported	Not applicable
P19 Resources	1061 West of England Combined Authority Levy	5,194	5,194	0	0	No variance reported	Not applicable
P19 Resources	1081 Commercial Estate	(12,717)	(12,438)	279	279	Lower rental income than budgeted, some due to slower void refurbishment	Increased focus on returning void properties to market to both mitigate in-year pressures and ensure rental income shortfalls are not on-going.
P19 Resources	1118 Procurement & Commissioning	322	206	(14)	(116)	An underspend on staffing costs is forecast as a result of unfilled vacancies	Not applicable
P19 Resources Total		15,667	14,050	(1,105)	(1,617)		

Portfolio Number and Description		Cashlimit Number and Description		Current Budget £000	Quarter 2 Published Forecast £000	Change from previous Quarter Forecast Variance Over / (Under) £000	Forecast Outturn Variance Over / (Under) £000	Outturn Variance Analysis	Outturn Recovery Plan
Detailed Analysis of Budgets for Economic And Cultural Sustainable Development									
P33	Economic And Cultural Sustainable Development	1018	Heritage Services	(12,227)	(12,227)	0	0	There is a reduced income forecast, reflecting the lower level of visitors. This has been offset by some key income mitigations and reductions in pay spend (as a result of vacancies) and non-pay spend through some reduction in planned activity and some significant energy savings .	The shape of the forecast has changed, but the overall outturn remains unchanged.
P33	Economic And Cultural Sustainable Development	1037	Property Services	0	0	27	0	The Property Services cash limit has now been merged with the Corporate Estate (1038) cash limit to bring together property related budgets in one place.	Not applicable
P33	Economic And Cultural Sustainable Development	1038	Corporate Estate Including R&M	5,566	6,080	(444)	514	Savings around the Corporate Landlord Model / rationalisation of estate have not materialised yet but have been partially offset by staff savings.	Additional resource is now in place to accelerate the implementation of a Corporate Landlord Model, which will allow for quicker and targeted decision making on where expenditure can be stopped or reduced, both in the short and longer term, as well as speed up rationalising the estate.
P33	Economic And Cultural Sustainable Development	1039	Traded Services	0	0	0	0	No variance reported	Not applicable
P33	Economic And Cultural Sustainable Development	1052	Regeneration	(679)	223	339	903	The large adverse position is primarily relating to the delay in income for No.1 Bath Quays South along with a predicted underachievement of income relating to staff recharges.	The income shortfall will not be mitigated in year, however staff time is being targeted at project work to increase the amount of cost that can be recovered and ease the pressure on the staffing budgets.
P33	Economic And Cultural Sustainable Development	1109	World Heritage	122	120	2	(2)	No material variance reported	Not applicable
P33	Economic And Cultural Sustainable Development	1121	Events and Active Lifestyles	378	486	60	108	Pressures on income largely due to schedule changes for a couple of large scale events this year (£80k), in addition we have a small pressure due to the delayed delivery of savings, and pressures on staff recharges.	The Events team are working hard to achieve additional income. Limited scope to find savings within the service. Expenditure being closely monitored and any savings opportunities will be realised.
P33	Economic And Cultural Sustainable Development	1126	Visit Bath	76	76	0	0	No variance reported	Not applicable
P33	Economic And Cultural Sustainable Development	1128	Business & Skills	388	372	(11)	(16)	No material variance reported	Not applicable
P33	Economic And Cultural Sustainable Development Total			(6,376)	(4,869)	(26)	1,506		
Detailed Analysis of Budgets for Adult Services									
P20	Adult Services	1019	Leisure	289	318	19	29	Slippage in timetable on introduction of new contracts with Excel Tennis (RVP site) and GLL (Leisure centres) has reduced income forecast for 24-25.	The Excel Tennis contract has now been completed and work is progressing on securing GLL contact variation before end of the year. The new contracts will deliver savings in 25-26 and future years. Product development works at Bath Leisure complex will be complete by early 2025 and this should help to improve footfall and income.
P20	Adult Services	1036	Adults Substance Misuse (DAT)	70	70	0	0	No variance reported	Not applicable
P20	Adult Services	1073	Adults & Older People- Mental Health Commissioning	8,483	8,456	306	(27)	The current monthly variance is a positive, as a result of improved client contributions, reduction in the average home care packages and good case management .	Not applicable
P20	Adult Services	1086	Adult Care Commissioning	657	586	(60)	(71)	Contract restructuring and one off savings resulting from staff vacancies.	Not applicable
P20	Adult Services	1088	Older People & Physically Disabled Purchasing	12,758	13,472	136	714	Demand pressures in supporting hospital discharge and independence in community. The number of home care hours commissioned and people supported in care home placements are significantly higher in Sept 24 than in Sept 23.	Social work forums are now in place to carefully review care and ensure it represents best outcomes for a user needs in an affordable way. Commissioners and brokers are also engaging with market and community partners to ensure best prices and VFM are achieved.
P20	Adult Services	1091	Learning Disabilities Commissioning	16,468	16,468	(0)	(0)	No variance reported	Not applicable
P20	Adult Services	1093	Physical Disability, Hearing & Vision	3,661	3,661	(12)	(0)	No variance reported	Not applicable
P20	Adult Services	1094	Public Health	0	0	0	0	No variance reported	Not applicable
P20	Adult Services	1110	Better Care Fund	(2,492)	(2,492)	0	0	No variance reported	Not applicable
P20	Adult Services	1113	CCG B&NES CHC and FNC Payments	0	0	0	0	No variance reported	Not applicable
P20	Adult Services	1114	Community Equipment	244	244	0	0	Demand pressures have been met from discharge grant.	Not applicable
P20	Adult Services	1123	Safeguarding Adults	1,483	1,462	(58)	(21)	Favourable variance comprised of numerous small underspends across the service area,	Not applicable
P20	Adult Services	1124	Community Resource Centres & Extra Care Income	8,303	7,708	(313)	(595)	Robust management controls on backfilling vacancies and use of agency staff, along with strong fee income has resulted in a favourable forecast budget variance. There is a targeted recruitment campaign for permanent staff at Cleeve Court (CRC) with the aim to return safely to full bed utilisation once permanent staffing in place.	Not applicable
P20	Adult Services	1141	Social Care	9,893	9,893	0	0	No variance reported	Not applicable
P20	Adult Services Total			59,817	59,846	19	29		

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Portfolio Number and Description		Cashlimit Number and Description		Current Budget £000	Quarter 2 Published Forecast £000	Change from previous Quarter Forecast Variance Over / (Under) £000	Forecast Outturn Variance Over / (Under) £000	Outturn Variance Analysis	Outturn Recovery Plan
Detailed Analysis of Budgets for Children's Services									
P21	Children's Services	1076	Children, Young People & Families	18,822	22,170	1,166	3,348	£2.7m pressure across all demand led budget areas. This pressure occurs as follows; Residential Care £3.5m, Disabled Children Care (DCC) £0.5m, spend to support those not in care £0.3m, Unaccompanied Asylum Seeker Children Care (UASC) £0.2m. These overspends are offset by under budget positions from other areas such as Independent Foster Care (£0.3m), In House Foster Care (£0.7m) and reduced spend versus our contingent budget for costs of the Joint Agency Pool (JAP) (£0.9m). It should be noted that the reduced spend in JAP has a strong correlation with increased spend in DCC, as this is where support and care for our most complex children will be funded from, if not in JAP. There is also £0.6m staffing pressures as a result of the need to cover vacancies with more expensive agency workers. These pressures are net of £0.6m in-year mitigations, and include the full delivery of £0.96m budgeted transformation savings across the demand led budget areas. £2.6m demand led budget pressures continued from 23/24, due to ongoing increased demand and complexity of supporting our children and young people.	Continued monitoring and scrutiny of high risk areas, predominantly demand led budgets, savings targets and agency spend. £0.6m in-year recovery forecast in addition to £0.96m base budgeted transformation savings.
P21	Children's Services	1077	Inclusion & Prevention	2,449	2,440	(9)	(9)	No material variance reported	Not applicable
P21	Children's Services	1078	Education Transformation	4,441	4,645	47	204	£0.12m pressure from Teachers Pensions continuing from 23/24. Balance of pressure relates to staffing, where agency usage is needed to cover vacancies and respond to demand.	Staffing costs will continue to be closely monitored and any savings opportunities will be realised.
P21	Children's Services	1079	Schools Budgets	(1,501)	(1,501)	0	0	The Q2 forecast for the DSG is currently predicted to be overspent by £12.067m The significant element of this position is the High Needs Block which supports pupils with SEND which is forecast to be overspent by £11.5m. The council resubmitted its Safety Valve plan to the DFE during September which predicted a year end position of £12.28m	The DFE have yet to comment on our resubmission but it is hoped that this will allow the DFE to reinstate the Safety Valve payments. The anticipated safety valve payment is £1.65m
P21	Children's Services	1116	Integrated Commissioning - CYP	2,461	2,460	(36)	(1)	No material variance reported	Not applicable
P21	Children's Services	1117	Safeguarding - CYP	90	90	0	0	No variance reported	Not applicable
P21	Children's Services	1142	Home to School Transport	9,322	11,291	1,873	1,969	Forecast based on April's data but modelled on the anticipated increased demand of Home to School Transport required from September to fulfil our statutory duties this financial year. Further pressures due to late requests are increasing our costs on some routes.	Home to school transport processes are being reviewed end to end to ensure the most efficient and effective delivery of our statutory responsibility in a challenging market place
P21 Children's Services Total				36,084	41,596	3,042	5,512		
Detailed Analysis of Budgets for Highways									
P34	Highways	1103	Transport & Parking Services - Parking	(8,875)	(9,436)	58	(561)	Income has remained above budgeted levels, but we are seeing some pressures in some off street locations. The additional income budgeted for the HGV charging scheme will not materialise due to the scheme not going ahead, but the financial impact is reduced by savings on staffing and expenditure.	Not applicable
P34	Highways	1129	Clean Air Zone	0	0	0	0	Income levels continue to show indications of anticipated downturn due to improvements in vehicle compliance as expected with the scheme, however still just exceeding budget levels due to continuing higher levels of penalty charge income and debt recovery.	Not applicable
P34	Highways	1133	Network & Traffic Management	680	701	21	21	Pressures on signals maintenance and staff recharges, which has largely been offset by vacancy management and increased income.	Not applicable
P34	Highways	1134	Highway Maintenance	6,864	6,751	(113)	(113)	Favourable movement due to reduced energy costs on Street lighting, this has been reduced due to pressures on staff recharges and service supported borrowing charges.	Not applicable
P34	Highways	1144	Park and Ride	(473)	(473)	0	0	No variance reported	Not applicable
P34 Highways Total				(1,804)	(2,457)	(34)	(653)		

Portfolio Number and Description		Cashlimit Number and Description		Current Budget £000	Quarter 2 Published Forecast £000	Change from previous Quarter Forecast Variance Over / (Under) £000	Forecast Outturn Variance Over / (Under) £000	Outturn Variance Analysis	Outturn Recovery Plan
Detailed Analysis of Budgets for Neighbourhood Services									
P05	Neighbourhood Services	1089	Community Safety	213	212	2	(1)	No material variance reported	Not applicable
P05	Neighbourhood Services	1101	Neighbourhoods & Environment - Waste & Fleet Services	19,867	20,300	(523)	432	Pressures on staffing costs and retaining depots has created an adverse position, this has been reduced due to increased recycles income and a reduction in some maintenance costs. This combined with introducing a range of mitigations to reduce pressures on the staffing budgets across the service.	Regularly reviewing opportunities to reduce pressures within the service, costs will be closely monitored and any savings opportunities will be realised.
P05	Neighbourhood Services	1102	Neighbourhoods & Environment - Parks & Bereavement Services	1,923	2,109	135	186	Parks have a small pressure from the delayed delivery of savings. Pressure of £165k due to the closure of the valley chapel for remedial works from previous capital project, and a slow down in the death rate since the early part of 2024.	Staffing costs will be closely monitored and any savings opportunities will be realised.
P05	Neighbourhood Services	1115	Registrars Service	(118)	(95)	6	23	A small forecast staffing pressure within the service	Continued promotion of service offer to generate additional income
P05	Neighbourhood Services	1122	Customer Services (Including Libraries)	2,716	2,832	68	116	A £100k savings target to reduce costs of customer services across the organisation through digitalisation is forecast as partially achieved at this stage in the year. Staffing pressures make up the remainder of the forecast overspend.	Initiatives are underway to assess the potential for digitalisation and process redesign across the organisation which will drive out further savings opportunities.
P05	Neighbourhood Services	1139	Public Protection	1,220	1,407	155	187	Pressures on licensing (£136k) and pest control income (£45k) reduced by further savings across the service	Limited scope to find savings within the service to offset income shortfall. Expenditure being closely monitored and any savings opportunities will be realised.
P05 Neighbourhood Services Total				25,821	26,763	(157)	942		
Detailed Analysis of Budgets for Built Environment and Sustainable Development									
P35	Built Environment and Sustainable Development	1029	Housing	1,498	1,281	(205)	(217)	A delay in implementing the Council Housing Delivery Programme has resulted in lower than budgeted staffing costs, along with reduced spend on consultancy has generated a favourable outturn forecast variance.	Not applicable
P35	Built Environment and Sustainable Development	1106	Development Management	1,306	1,355	57	49	Predicted underachievement of income driven by market conditions, partially mitigated by favourable staffing movements	Limited scope to find savings within the service to offset income shortfall. Expenditure being closely monitored and any savings opportunities will be realised.
P35	Built Environment and Sustainable Development	1138	Building Control	(119)	21	66	140	Predicted underachievement of income (particularly Land Charges), partially offset by favourable staffing movements.	Limited scope to find savings within the service to offset income shortfall. Expenditure being closely monitored and any savings opportunities will be realised.
P35 Built Environment and Sustainable Development Total				2,685	2,657	(82)	(28)		
Council Total				136,561	142,101	1,590	5,541		

FINANCE BUDGET MONITORING QUARTERLY DASHBOARD - April to September 2024

CAPITAL APPENDIX 2 - KEY SCHEME VARIANCE ANALYSIS

Approval Stage	Fully Approved	24/25 Current Budget £'000	24/25 Forecast £000	24/25 Variance - Approved Budget vs Forecast £'000	Re-phasing to Future Years £'000
Neighbourhood Services					
Parks S106 Projects	Key S106 Projects: 1) Sullis Meadow Works to connect Threeways to the secondary school continue with the design works 2) Foxhill, new allotment provision is being explored 3) Keynsham projects: Manor Road Woodlands - The current phase is now delivered ahead of winter; Abbots Wood - Work has now commenced and will continue into 2025/26; Teviot Road - The team are arranging a site visit	785	548	237	237
Pixash Site Redevelopment	We are working towards final settlement with the contractor with some final works to complete including permanent base for SEND Passenger Transport Fleet for which we are exploring options.	2,853	2,853	-	
Waste Infrastructure Modernisation	A Planning application was submitted in August and an extensive public consultation was carried out. A Decision is expected by the end of 2024, which will allow the Business Case to come forward for full approval.	629	580	49	49
Resources					
Commercial Estate Refurbishment Programme	A programme of works to repair, with improvements where necessary, to prepare vacated commercial properties for letting to new tenants. 36 properties have been identified for improvement of which 10 have currently had works on site. Projects were delayed as we recruited the project management team, but good progress is now being made.	5,597	3,806	1,792	1,792
Property Company Investment - Council (Loan): Developments	The Aequus loan requirement for 2024/25 is estimated at £2m. £1.55m being loans repayable from rents on homes which also receive Local Authority Housing Fund grants. This figure may be revised as further business cases are approved and all remaining budget will be rolled forward into future years in line with investment plans. The balance of £450k is a loan for ADL to purchase a unit from ACL at Malmains Drive for private rental.	10,861	2,000	8,862	8,862
Orange Grove	This programme is to address and prevent progressive structural decay of the Grade 2 Listed Building in Orange Grove, Bath, which is in a prominent site next to Bath Abbey. The parade of shops with accommodation above requires works to replace non-breathable paints adversely affecting the structure, and numbers 1-2 of the building, which are currently empty, require significant structural work and total refurbishment.	992	992	-	
Economic & Cultural Sustainable Development					
Bath Quays North	The Council and the University of Bath have signed a Memorandum of Understanding to consider the development of the riverfront site in the heart of the city for UoB occupation. On 8th May 2024 the Council's Planning Committee approved reserved matters (details of access, layout, scale, appearance and landscaping) for Plots 1-5 of the Bath Quays North site. A planning application for further plots are being prepared by Aequus for delivery of housing via the Council's housing company.	1,816	1,816	-	
BWR Phase 2	BWR - Approval "In principle" for Homes England grant funding to deliver site wide land remediation and infrastructure works has been agreed, subject to finalising contracts. Vegetation clearance works have commenced with remediation planned to start before the end of this calendar year. Midland Road housing (176 homes) is now subject to the determination of the household recycling centre planning application to relocate to Locksbrook Rd. The business case for the housing delivery to maximise affordable housing, is reliant upon future grant funding announcements.	4,259	1,559	2,700	1,600
Corporate Estate Planned Maintenance	Capital planned maintenance works where priority is to ensure compliance and statutory obligations. Projects for 2024/25 include roof investigations to the Guildhall and Guildhall Market, repairs to Keynsham Children's Centre and further upgrades to LED office lighting which will result in lower energy costs and emissions. Drainage and resurfacing works at a few corporate sites is underway including works at Kensington Meadows. Remedial works following bridge inspections are due to start. Around 75 condition surveys are to be carried out to inform the rolling planned maintenance programme over the next 5 years. Staff shortages have delayed placement of works, which we will endeavour to catch up but may now be finished in early 25/26. We will continue to monitor alongside reactive works which are more prevalent in the second half of the year.	4,619	4,119	500	500

FINANCE BUDGET MONITORING QUARTERLY DASHBOARD - April to September 2024

CAPITAL APPENDIX 2 - KEY SCHEME VARIANCE ANALYSIS

Approval Stage	Fully Approved	24/25 Current Budget £'000	24/25 Forecast £000	24/25 Variance - Approved Budget vs Forecast £'000	Re-phasing to Future Years £'000
Somer Valley Enterprise Zone - Infrastructure	In July 2024 the Mayoral Combined Authority approved an Outline Business Case for the Somer Valley Enterprise Zone and awarded £9.3m to develop a Full Business Case by September 2025. It also delegated authority to the Chief Executive of the Combined Authority (in consultation with the MCA statutory officers) to work with the Chief Executive of B&NES to develop options for the investment of MCA capital into Somer Valley Enterprise Zone, to include grant funding via B&NES or land acquisition by the MCA of land in Somer Valley to facilitate the creation of a joint delivery vehicle for the Somer Valley Enterprise Zone.	348	348	-	
Midsomer Norton High Street Renewal Programme	Construction works to create the new Market Square in Midsomer Norton are due to complete in January 2025. Strengthening works to the River Somer culvert are making good progress. High Street works now include creation of new bus interchange, alongside pavement widening, following an additional WECA funding award.	972	972	-	
Bath City Centre Renewal Programme	This scheme contains a series of smaller capital projects and installations in Bath city centre to improve the accessibility of the public realm. Planned for 2024/25 are works to install electricity points for markets and street traders at Milsom Street and small scale public realm works in the Milsom Quarter.	1,091	854	237	237
Milsom Quarter Masterplan Delivery	The Council has progressed a series of technical studies and site surveys of the Walcot Gateway site de-risking proposals for the site to improve implementation. Proposals include projects to create new public space in front of St Michael's church and creative workspace development at Broad Street Yards, alongside the Fashion Museum proposals in the Old Post Office.	850	500	350	350
Radstock Regeneration	The acquisition of Trinity Church by Radstock Town Council took place in May 2024. A £250k grant was paid to the Town Council towards the purchase. Improvements to create a community hub and event space are progressing, with surveys and scoping work underway, with a view to starting priority works to the roof, including the installation of solar panels, alongside other repairs before March 2025.	473	473	-	
High Street Recovery	The redevelopment of Council owned vacant units in Keynsham Temple Street/Riverside to bring them back into productive use and employment. An architectural design team has been engaged to refine the designs after discussions with prospective tenants following a marketing period. Tenders for contractors are targeted for early 2025.	1,229	1,137	92	92
Victoria Art Galley Roof Refurbishment	Victoria Art Gallery roof slates are at the end of their life. Works and replacements will ensure that the Victoria Art Gallery property asset remains safe, weather tight and operational. The vented apex of the roof lantern is also in a poor state of repair, with many of the vents not working. Erection of scaffolding was carried out to enable access to the roof and facilitate a full inspection. The inspection has identified the full extent of the works required and the budget required to carry out the works has been fully approved.	855	855	-	
Children's Services					
Basic Needs - School Improvement / Expansion	Scheme Highlights are; St Keyna Primary expansion by one form entry to a 420 place school, with new 6 classroom block built to Passivhaus standard; the kitchen & meeting room refurbishments are complete, the attenuation tank is installed & the playground has been resurfaced. Oldfield School project is a contribution to deliver a new design and technology block; Planning permission has been approved and completion is scheduled by the end of 2024/25. We also retain a general 2024/25 budget for emergency works across all schools.	4,383	3,633	750	750
Schools Capital Maintenance Schemes	Schools Condition Grant is received for maintained schools that we, as a LA, are responsible for. In 2024-25 the grant is funding the following works: Newbridge Primary - 1) Re-wiring and replacement LED lighting largely completed, to be finalised in October half term week 2) Repair to boundary wall is on-going 3) New external learning space, including replacement windows, roof repairs and external doors replacement. At Twerton Infants 1) LED lighting upgrade 2) Roof covering replacements including strengthening to allow PVs. At St Keyna Primary 1) LED lighting upgrades.	2,304	1,804	500	500
SEND (Special Education Needs & Disability) Capital Programme	Projects to provide Resource Bases and SEND adaptations at schools and colleges across BANES. We have completed schemes at Hayesfield School, Bath College, MSN Primary & Peasedown St John Primary. On-going projects are at: Aspire Academy, Mulberry Park and Ralph Allen Secondary, with the latter being for additional facilities for 16 pupils with Autism Spectrum Disorder (ASD), due to open in Sept 25.	3,562	2,062	1,500	1,500

FINANCE BUDGET MONITORING QUARTERLY DASHBOARD - April to September 2024

CAPITAL APPENDIX 2 - KEY SCHEME VARIANCE ANALYSIS

Approval Stage	Fully Approved	24/25 Current Budget £'000	24/25 Forecast £000	24/25 Variance - Approved Budget vs Forecast £'000	Re-phasing to Future Years £'000
Special Education Needs & Disability (SEND) - Residential Provision at Bath College	The works are planned to be delivered by Bath College, but are pending College Board approval to progress. Once confirmed we can finalise plans and more accurately forecast delivery timescales. There are expected to be revenue savings linked to this project .	2,490	1,000	1,490	1,490
Climate Emergency & Sustainable Travel					
Bath River Line	Bath River Line aims to create a linear park following the River Avon from Batheaston to Newbridge. We are currently working on Phase 1 which is the western section from Newbridge to Bath Quays. Slippage is due to the number and complexity of interventions, which will be refined in a change request to be submitted to WECA. We are moving forward with the Wayfinding and Interpretation Strategy, Green Park masterplan and the integration of the Pollinator Fund planting project.	1,548	748	800	800
Highways					
CAZ - Clean Air Zone	CAZ Queen Square Public Realm projects are underway. Resurfacing works and footway improvements have now been completed with the remainder of works now focussing on green spaces feasibility improvements together with wayfinding upgrades. £400k slippage is predicted for delivery into 2025/26 as we are still pending determination of finalised concept designs prior to procurement which is unlikely to be completed by the year end.	1,005	605	400	400
City Centre Security - Highways Scheme	Works at Lower Borough Walls are programmed to complete October 2024 and the successful delivery of project to date has ensured we continue to forecast within budget. We are developing options for the measures required for the junction of Beau Street and Stall Street.	2,448	2,448	-	
Highways Maintenance Block	Good progress on all schemes and nearly all on target for delivery in 2024/25. Programmes of Carriageway Resurfacing and Machine Laid Patching substantially completed, Street Lighting Column replacement and Drainage Improvements programmed through to December 2024. Road Marking Refresh and Crack Sealing programmes are completed. Footway Paving works underway on Bathwick Hill for November completion and Asphalt Concrete Paving programme due to be completed end of October 2024. £100k to be rephased into 2025/26 for A37 Temple Cloud works, which needs a diversion order which is unlikely to happen in 2024/25.	9,695	9,595	100	100
CRSTS Liveable Neighbourhoods	A full business case fully identifying proposed interventions for the 11 Liveable Neighbourhood areas was approved by WECA in September 2024, releasing the remaining CRSTS grant to deliver these schemes before March 2027. These include the trial areas which are underway for Church Street, Widcombe, Southlands, Weston, Queen Charlton Lane, Queen Charlton plus a further three Liveable Neighbourhood areas. Shortlisted locations identified were Lower Lansdown and The Circus, New Sydney Place and Sydney Road and the Lyme Road and Charmouth Road area. The scheme in New Sydney Place was launched April 2024 and the Lower Lansdown and Lyme Road schemes will be implemented in due course. Liveable Neighbourhoods programme has also included 7 residential parking zones which were delivered in 2023.	2,072	1,028	1,044	1,044
CRSTS Manvers Street Remediation	CRSTS Capital budget held for Manvers Street and Pierrepont Street Refurbishment to investigate the cause of deterioration of the road surface, and propose and implement a cost effective, future-proof solution to protect the integrity of the highway. Following the Options Assessment Report, further surveys are now being undertaken to gather information required for preliminary design work and robust tender documentation.	530	530	-	

FINANCE BUDGET MONITORING QUARTERLY DASHBOARD - April to September 2024

CAPITAL APPENDIX 2 - KEY SCHEME VARIANCE ANALYSIS

Approval Stage	Fully Approved	24/25 Current Budget £'000	24/25 Forecast £000	24/25 Variance - Approved Budget vs Forecast £'000	Re-phasing to Future Years £'000
Local Active Travel Safety Programme (LATS)	The majority of schemes in the programme are progressing with no issues identified and will be delivered in 2024/25. There is a number of schemes that will move into 2025/26 currently forecast at £303k: •A S106 funded scheme for a pedestrian crossing at Fosseway, which is awaiting Somerset approval. •Feasibility studies for Redlinch Lane junction with Charlton Road show a likelihood to require 3rd party land which is extending delivery date. •Feasibility and design for Whiteway Road requires top up funding in 2025/26 to complete delivery	3,531	3,228	303	303
Built Environment & Sustainable Development					
Social Rent Programme	Work continues on the construction of eight new affordable homes for social rent on the Argyle Works site to provide affordable, energy efficient apartments to help meet the demand for low-cost homes in the area. These consist of three one-bedroom apartments and five two-bedroom duplexes. In addition, ten affordable, energy efficient, apartments in Dane's Lane are expected to be contracted imminently, with main delivery expected in 2025/26.	4,015	3,115	900	900
Englishcombe Lane Supported Housing	Scheme to provide 16 much needed homes for neurodivergent clients with Learning Difficulties and Autism. The scheme recently secured planning permission and we are currently working through planning conditions and pre-commencement works with start onsite expected to be summer 2025, subject to final business case agreement.	438	438	-	
Local Authority Housing Fund (Ukrainian/Afghan homes)	In 2023 the Council agreed a Memorandum of Understanding with DLUHC to provide 22 units of accommodation, with £3.04m of funding as part of the Local Authority Housing Fund (LAHF), Round 1 funding agreement. Working with Aequis this programme has progressed positively and to date 22 units have been purchased and deployed or are progressing through conveyancing. On the 7th March 2024 DLUHC (now MHCLG) launched LAHF Round 3 and in July B&NES received an offer of an additional £938k of capital funding to provide a further 5 properties.	3,133	3,133	-	

Savings Proposal Title	Description	Portfolio	Cash Limit	Cash Limit Description	Exp / Income	Permanent Saving Value £000	One-Off Saving Value £000	Permanent Savings Delivery Forecast	One-Off Savings Delivery Forecast	Total Savings Delivery Forecast	Total Savings Forecast Variance	Saving delayed until 2025/26	Saving mitigated by one-off underspend or income	Saving mitigated on an on-going basis	On-going budget pressure	Variance Commentary
Portfolio: Climate Emergency and Sustainable Travel																
Corporate Strategy priority projects	Swap recurring revenue funding for draw down from a policy reserve to fund individual time-limited projects related to delivering the Corporate Strategy where external funding is likely to be secured. Overall funding for Green Transformation being maintained over the next three years (2024-27).	Climate Emergency and Sustainable Travel	1137	Green Transformation	Income	(150)	0	0	0	0	150	50	100	0	0	Additional external funding has not yet been secured, which means the service is relying on reserve funding in-year to ensure the budget does not overspend. However, this will be reviewed closely during the year and use of any reserve funding will require the relevant approvals at year-end.
Climate Emergency and Sustainable Travel Total						(150)	0	0	0	0	150	50	100	0	0	
Portfolio: Council Priorities and Delivery																
Being Our Best programme	The Being Our Best programme is a planned review and rationalisation of our management and operating structures to best serve the authority. Senior management structures will be reviewed first, followed by Heads of Service and service leads. This may result also in savings.	Council Priorities and Delivery	1047	Human Resources & Organisational Development	Exp	(2,500)	0	(500)	0	(500)	2,000	0	2,000	0	0	Delays in implementing the smarter structures element of the programme due to the pay and grading review, have resulted in slippage in delivery of savings. This is being mitigated in-year from corporate contingency as a one-off measure.
Council Priorities and Delivery Total						(2,500)	0	(500)	0	(500)	2,000	0	2,000	0	0	
Portfolio: Resources																
Consolidation of IT Systems	Rationalisation of our IT systems to enable consolidation and added functionality to the core systems we have adopted. This will remove legacy service specific systems that can be costly to maintain, are at risk of becoming obsolete, and do not enhance reporting or the customer experience.	Resources	1032	Information Technology	Exp	(154)	0	(154)	0	(154)	0	0	0	0	0	Forecast as fully delivered
Capital programme borrowing review	Review all capital programme items that are funded by council borrowing to align the delivery programme with our expenditure cashflow requirements. Based on current capital monitoring and assessment of cash balances this will reduce our revenue budget requirement to fund borrowing costs.	Resources	1055	Capital Financing / Interest	Exp	(2,000)	0	(2,000)	0	(2,000)	0	0	0	0	0	Forecast as fully delivered
Thermae Spa income	Adjustments to our income budget to align with the current income performance of the Thermae Spa.	Resources	1057	Corporate Budgets including Capital, Audit and Bank Charges	Income	(100)	0	(100)	0	(100)	0	0	0	0	0	Forecast as fully delivered
Review transport expenditure	Review the level of the Transport Levy and top-up to protect specific supported bus services by reflecting the underspend by WECA.	Resources	1057	Corporate Budgets including Capital, Audit and Bank Charges	Exp	(160)	0	(160)	0	(160)	0	0	0	0	0	Forecast as fully delivered
Corporate overhead rebasing	Economies of scale to be identified from the £2m budget funding corporate overheads within the existing HRCG contract. These functions will be provided by us from April 2024 as part of the in-house delivery model.	Resources	1057	Corporate Budgets including Capital, Audit and Bank Charges	Exp	(200)	0	(200)	0	(200)	0	0	0	0	0	Forecast as fully delivered
Contract management	Review and upgrade the Council's approach to contract management through a phased multi-year programme of improvements.	Resources	1118	Procurement & Commissioning	Exp	(150)	0	(150)	0	(150)	0	0	0	0	0	Forecast as fully delivered
Resources Total						(2,764)	0	(2,764)	0	(2,764)	0	0	0	0	0	

Appendix 5 - Revenue Savings Monitor

Savings Proposal Title	Description	Portfolio	Cash Limit	Cash Limit Description	Exp / Income	Permanent Saving Value £000	One-Off Saving Value £000	Permanent Savings Delivery Forecast	One-Off Savings Delivery Forecast	Total Savings Delivery Forecast	Total Savings Forecast Variance	Saving delayed until 2025/26	Saving mitigated by one-off underspend or income	Saving mitigated on an on-going basis	On-going budget pressure	Variance Commentary
Portfolio: Economic And Cultural Sustainable Development																
Heritage Services additional income	Gross income uplift for 24/25 based on business plan projections.	Economic And Cultural Sustainable Development	1018	Heritage Services	Income	(4,270)	0	(4,270)	0	(4,270)	0	0	0	0	0	Forecast as fully delivered
Corporate landlord: centralisation of facilities management	Centralisation of our facilities management activity to generate efficiency savings in the management of Council-owned buildings, and growing income from construction/project delivery service.	Economic And Cultural Sustainable Development	1038	Corporate Estate Including R&M	Exp	(100)	0	0	0	0	100	100	0	0	0	Delays in implementing the Corporate Landlord Model (CLM) has meant associated efficiency savings have not been delivered. Resource is in place to progress the implementation of the CLM for 2025/26.
Bath Quays South lettings	New lettings secured for Bath Quays South offices over and above previous financial projections.	Economic And Cultural Sustainable Development	1052	Regeneration	Income	(600)	0	0	0	0	600	600	0	0	0	Delays in filling all rentable floor space, coupled with some rent free periods has meant the budgeted income level will not be achieved in 2024/25. However, the £600k will materialise for 2025/26.
City and Town Centre Management Service redesign	Implement transformational change to deliver services in a different way across City & Town Centre Management, including Events & Film Office.	Economic And Cultural Sustainable Development	1121	Events & Active Lifestyles	Exp	(60)	0	(60)	0	(60)	0	0	0	0	0	Forecast as fully delivered
Business and Skills: recharge officer time to projects	Provide Business and Skills services to employers through external grant funded activity only and reduce additional Council support.	Economic And Cultural Sustainable Development	1128	Business & Skills	Exp	(38)	0	(38)	0	(38)	0	0	0	0	0	Forecast as fully delivered
Economic And Cultural Sustainable Development Total						(5,068)	0	(4,368)	0	(4,368)	700	700	0	0	0	

Appendix 5 - Revenue Savings Monitor

Savings Proposal Title	Description	Portfolio	Cash Limit	Cash Limit Description	Exp / Income	Permanent Saving Value £000	One-Off Saving Value £000	Permanent Savings Delivery Forecast	One-Off Savings Delivery Forecast	Total Savings Delivery Forecast	Total Savings Forecast Variance	Saving delayed until 2025/26	Saving mitigated by one-off underspend or income	Saving mitigated on an on-going basis	On-going budget pressure	Variance Commentary
Portfolio: Adults Services																
Royal Victoria Park leisure facilities	Procurement of new operator for RVP café, tennis, adventure golf, and event spaces (incl. ice rink) presents opportunity to increase income.	Adult Services	1019	Leisure	Income	(10)	0	(10)	0	(10)	0	0	0	0	0	Forecast as fully delivered
Social care package review	Review of care packages so that they match user needs in an affordable way.	Adult Services	1073	Adults & Older People-Mental Health Commissioning	Exp	(61)	0	(61)	0	(61)	0	0	0	0	0	Forecast as fully delivered
Social care package review	Review of care packages so that they match user needs in an affordable way.	Adult Services	1088	Older People & Physically Disabled Purchasing	Exp	(185)	0	(185)	0	(185)	0	0	0	0	0	Forecast as fully delivered
Commissioning	Commission local services to match users needs in an affordable way.	Adult Services	1091	Learning Disabilities Commissioning	Exp	(230)	0	(230)	0	(230)	0	0	0	0	0	Forecast as fully delivered
Social care package review	Review of care packages so that they match user needs in an affordable way.	Adult Services	1093	Physical Disability, Hearing & Vision	Exp	(24)	0	(24)	0	(24)	0	0	0	0	0	Forecast as fully delivered
Commissioning	Commission local services to match users needs in an affordable way.	Adult Services	1093	Physical Disability, Hearing & Vision	Exp	(50)	0	(50)	0	(50)	0	0	0	0	0	Forecast as fully delivered
Review of Better Care Fund	Improved Better Care Fund with enhanced allocation process whilst protecting social care expenditure.	Adult Services	1110	Better Care Fund	Exp	(200)	0	(200)	0	(200)	0	0	0	0	0	Forecast as fully delivered
Community Support Contracts	Review and recommission community support contracts.	Adult Services	1110	Better Care Fund	Exp	(400)	0	0	0	0	400	0	400	0	0	The saving will not be achieved in the original planned areas in 2024/25 and will be mitigated from temporary grant funding identified elsewhere in the service.
Commissioning review	Planned review of commissioning model across Adult and Children's Services.	Adult Services	1123	Adults Management and Safeguarding	Exp	(250)	0	(250)	0	(250)	0	0	0	0	0	Forecast as fully delivered
Community Resource Centres	Redesign in-house services so that they match areas of high demand for care.	Adult Services	1124	Community Resource Centres & Extra Care Income	Exp	(300)	0	(300)	0	(300)	0	0	0	0	0	Forecast as fully delivered
Adult Services Total						(1,710)	0	(1,310)	0	(1,310)	400	0	400	0	0	
Portfolio: Children's Services																
Specialist commissioning	Rebasing of contracts as part of the commissioning review.	Children's Services	1076	Children, Young People & Families	Exp	(500)	0	(500)	0	(500)	0	0	0	0	0	Forecast as fully delivered
Reprofiled transformation savings	Remodelling of service delivery to increase in house provision.	Children's Services	1076	Children, Young People & Families	Exp	(460)	0	(460)	0	(460)	0	0	0	0	0	Forecast as fully delivered
Reduce Children's Services discretionary spend	Reduce discretionary spending in areas including family support.	Children's Services	1077	Inclusion & Prevention	Exp	(150)	0	(129)	0	(129)	21	0	21	0	0	The full saving will not be achieved in the original planned areas and will be mitigated from underspends identified elsewhere in the service.
Health and Wellbeing Services	Health improvement projects re-evaluation - £200k savings applied to Children's	Children's Services	1116	Integrated Commissioning - CYP	Exp	(200)	0	(200)	0	(200)	0	0	0	0	0	Forecast as fully delivered
Reduce Children's Services discretionary spend	Reduce discretionary spending in areas including family support.	Children's Services	1116	Integrated Commissioning - CYP	Exp	(150)	0	(25)	0	(25)	125	0	125	0	0	The full saving will not be achieved in the original planned areas and will be mitigated from underspends identified elsewhere in the service.
Children's Services Total						(1,460)	0	(1,314)	0	(1,314)	146	0	146	0	0	

Appendix 5 - Revenue Savings Monitor

Savings Proposal Title	Description	Portfolio	Cash Limit	Cash Limit Description	Exp / Income	Permanent Saving Value £000	One-Off Saving Value £000	Permanent Savings Delivery Forecast	One-Off Savings Delivery Forecast	Total Savings Delivery Forecast	Total Savings Forecast Variance	Saving delayed until 2025/26	Saving mitigated by one-off underspend or income	Saving mitigated on an on-going basis	On-going budget pressure	Variance Commentary
Portfolio: Highways																
Parking Services: income rebasing	Income generated from the implementation of Emission Based P&D, RPZ schemes, Permit changes and Enforcement Review	Highways	1103	Transport & Parking Services - Parking	Income	(225)	0	(225)	0	(225)	0	0	0	0	0	Forecast as fully delivered
Parking Services: income rebasing	Review of in-year 23/24 parking income due to increased demand over and above budgeted value	Highways	1103	Transport & Parking Services - Parking	Income	(600)	0	(600)	0	(600)	0	0	0	0	0	Forecast as fully delivered
Parking charge increases and implementation of new emissions-based parking charges	Inflationary price rises, alongside the introduction of emission-based parking charges for all vehicles to all locations in Bath (on and off street), Keynsham, Saltford, Midsomer Norton, and Radstock. Motorbikes will also require valid permits in residential parking zones.	Highways	1103	Transport & Parking Services - Parking	Income	(206)	0	(206)	0	(206)	0	0	0	0	0	Forecast as fully delivered
Parking Services: income rebasing	Increased income from Park and Ride service	Highways	1104	Transport & Parking Services - Public & Passenger Transport	Income	(60)	0	(60)	0	(60)	0	0	0	0	0	Forecast as fully delivered
Parking Services: income rebasing	Increased income from street works	Highways	1133	Network & Traffic Management	Income	(160)	0	(160)	0	(160)	0	0	0	0	0	Forecast as fully delivered
Highways Total						(1,251)	0	(1,251)	0	(1,251)	0	0	0	0	0	
Portfolio: Neighbourhood Services																
Income from new fees and charges for businesses	Introduction of new chargeable services for commercial customers in our fleet workshop, and charge developers for waste & recycling containers to be provided for each new build property.	Neighbourhood Services	1101	Neighbourhoods & Environment - Waste & Fleet Services	Income	(89)	0	(89)	0	(89)	0	0	0	0	0	Forecast as fully delivered
Operational & contract efficiencies	Efficiency savings through changes to operational practices of both council and contractor run services.	Neighbourhood Services	1101	Neighbourhoods & Environment - Waste & Fleet Services	Exp	(362)	0	(362)	0	(362)	0	0	0	0	0	Forecast as fully delivered
Weekday Recycling Centre efficiency savings	Retaining 7 day access to waste recycling sites whilst managing opening times of each most efficiently.	Neighbourhood Services	1101	Neighbourhoods & Environment - Waste & Fleet Services	Exp	(60)	0	(60)	0	(60)	0	0	0	0	0	Forecast as fully delivered
Parks Service redesign	Implement transformational change to deliver services in a different way across Parks & Green Spaces.	Neighbourhood Services	1102	Neighbourhoods & Environment - Parks & Bereavement Services	Exp	(40)	0	(40)	0	(40)	0	0	0	0	0	Forecast as fully delivered
Customer experience programme	Conduct a review of customer experience to support customer channel shift and seek to maximise the use of our channels to manage customer contact more efficiently.	Neighbourhood Services	1122	Customer Services (Including Libraries)	Exp	(115)	0	(55)	0	(55)	60	60	0	0	0	The savings target should be partially delivered in year through starting to digitise letter correspondence in key service areas from January. The remainder of the saving will be delivered in 2025/26 with further rollout of digital correspondence.
Neighbourhood Services Total						(666)	0	(606)	0	(606)	60	60	0	0	0	
Cross Portfolio Savings																
Contract savings	Volume cap or reduce our contract spend by 3%.	Multiple Portfolios	N/A	Multiple Cash Limits	Exp	(850)	0	(696)	0	(696)	154	154	0	0	0	It is not possible for all services to meet the 3% contract spend target, particularly when existing contracts have not expired. Therefore some of the savings will be delayed until 2025/26.
Cross Portfolio Total						(850)	0	(696)	0	(696)	154	154	0	0	0	
Council Total						(16,419)	0	(12,809)	0	(12,809)	3,610	964	2,646	0	0	

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:

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of

<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
19TH NOVEMBER 2024				
19 Nov 2024	Corporate Policy Development and Scrutiny Panel	Council Operating Model and Be Our Best (BOB) Update	Cherry Bennett Tel: 01225 47 7203	Director of People & Change
19 Nov 2024	Corporate Policy Development and Scrutiny Panel	Revenue and Capital Budget Monitoring, Cash Limits and Virements - April 2024 to September 2024	Gary Adams Tel: 01225 477107	Executive Director - Resources (S151)
19 Nov 2024	Corporate Policy Development and Scrutiny Panel	Council Tax Reduction Scheme Update TBC	Damien Peak	Executive Director - Resources (S151)
28TH JANUARY 2025				
28 Jan 2025	Corporate Policy Development and Scrutiny Panel	Draft Budget Proposals 2024/25	Gary Adams Tel: 01225 477107	Executive Director - Resources (S151)
28 Jan 2025	Corporate Policy Development and Scrutiny Panel	Aequus Report	Simon Martin Tel: 01225 477407	Executive Director - Resources (S151)
25TH MARCH 2025				

Ref Date	Decision Maker/s	Title	Report Author Contact	Director Lead
13TH MAY 2025				
8TH JULY 2025				
16TH SEPTEMBER 2025				
11TH NOVEMBER 2025				
The Forward Plan is administered by DEMOCRATIC SERVICES: Democratic_Services@bathnes.gov.uk				

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