

Corporate Policy Development and Scrutiny Panel

Date: Tuesday, 14th January, 2025

Time: 4.00 pm

Venue: Council Chamber - Guildhall, Bath

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



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NOTES:

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

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

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

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

3. **Recording at Meetings:-**

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

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

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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, 14th January, 2025

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
9. BUDGET REPORT (Pages 13 - 22)
10. DEVELOPMENT OF DRAFT HERITAGE SERVICES PLAN

There will be a presentation at the meeting.

11. PANEL WORKPLAN (Pages 23 - 26)

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, 19th November, 2024

Present:- **Councillors** Robin Moss, Lucy Hodge, Toby Simon, Malcolm Treby, Colin Blackburn, George Tomlin and Duncan Hounsell

Apologies for absence: Councillors: Ian Halsall and Hal MacFie

101 WELCOME AND INTRODUCTIONS

The Chair welcomed everyone to the meeting.

102 EMERGENCY EVACUATION PROCEDURE

The Chair drew attention to the emergency evacuation procedure.

103 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Councillor Halsall sent his apologies.

104 DECLARATIONS OF INTEREST

There were none.

105 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

The Chair updated the Panel on the following:

- With the Panel's agreement, there will be an extra meeting in January 2025 to discuss the budget. The existing date (28th January 2025) will stay in place.
- Regarding the HCRG contract, there has been a lack of public consultation from the ICB. It was noted that the Chair of the Children, Adults, Health and Wellbeing PDS Panel is going to speak to the ICB Board.
- The Chair reported that Councillor Lucy Hodge will be stepping down from her role as part of the Panel and therefore as Vice Chair. The Chair thanked Councillor Hodge for her work.
- The Chair thanked Andy Rothery (Director of Finance) for his work with the Council as this would be his last meeting with the Panel.

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

Councillor Karen Walker made a statement regarding '2025/26 Budget – Peasedown St John'. The statement is appended to these minutes.

The Chair thanked Councillor Walker and stated that the statement would be referred to the relevant Cabinet Member.

107 MINUTES

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

108 CABINET MEMBER UPDATE

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

- Since the last meeting of the Panel we have had the national budget – he welcomed the extra finance for local government but also noted that it could be characterised as a sticking plaster.
- He welcomed the change of tone from the new Government at the LGA conference but still sought more detail on tackling the crisis in local government funding.
- The Household Support Fund has been allocated. The main areas of focus are: winter fuel payments to pensioners, free school meal vouchers and CAB funding (Citizens Advice Bureau).
- The Cabinet Member thanked the Finance Director Andy Rothery for his work with the Council and wished him well in his new role. He reported that an interim appointment had been made and the process of recruitment is underway.

Councillor Treby asked if anything had been dropped regarding the HSF (Housing Support Fund). The Cabinet Member explained that it is a fixed pot of money, he is not aware of any areas that have been dropped but proportions may have changed.

Councillor Moss noted that the new Government has indicated that there will be 3-4 year local government settlements from next year which will help.

109 COUNCIL OPERATING MODEL AND BE OUR BEST (BOB) UPDATE

Councillor Dave Wood, Cabinet Member for Council Priorities and Delivery, introduced the item.

The Panel received a presentation on 'Being Our Best' which covered the following (slides are attached to these minutes):

- Objectives
- Key pain points, drivers and aspirations (Korn Ferry 2023)
- Korn Ferry
- Context: Being our BEST Programme
- Great Jobs (ED lead: Manday Bishop)
- Linking role profiles to define career maps

- Heat map of people by job category
- Enabling long term equity
- Key principles
- Smarter structures (ED lead: Andy Rothery)
- Council operating model principles
- Council operating model
- The functioning operating model
- Culture of excellence (ED lead: Sophie Broadfield)
- How we are changing

Panel member raised the following points and asked the following questions:

Councillor Treby stated that this item had been through Cabinet already and asked why it could not have come to scrutiny before that process. He also asked how the Panel could be involved going forwards in how this is embedded. The officer explained that the work had been going on for a long time. The Cabinet Member stated that this was a fair challenge and he would take it back. The officer stated that she welcomed the Panel involvement with embedding this scheme and stated that she could bring the Panel regular updates. The Director of Finance explained that the Operating Model is a visual guide and any changes to the model would go through consultation and scrutiny.

Councillor Simon stated that there had been some difficulty recruiting regarding the Avon Pension Fund (APF) due to pay levels and asked about market supplements. The officer explained that there was a set of pay proposals for APF specifically which is out for consultation at present.

Councillor Simon asked if the January (2025) meeting of the Panel could look at pay. He also stated that highways/place shaping are different teams working in different programmes and not always integrated. He asked how we de silo this. The Operations Director stated that she works closely with the Director of Sustainable Communities and there is liaison around transport schemes but acknowledged that there is always room for improvement.

In response to a query from Councillor Simon about working with WECA (West of England Combined Authority), the Operations Director explained that the grant funding is co-ordinated by the Sustainable Communities team. Councillor Blackburn stated that scrutiny is important in this process. He commended the huge piece of work.

Councillor Hodge how the progression related performance would work and are the savings still expected to be achieved. The officer stated that from 1st April 2026 incremental progression will be linked to performance. The 'Clear Review' system will be used which sets objectives and reviews feedback. The officer stated that there will be savings through the Director and Heads of Service restructure. There is robust governance in place.

Councillor Hounsell stated that the appraisal process is not easy so how will you train and monitor managers. The officer stated that she could report in more detail to a future meeting of the Panel. She explained that managers conducted 'performance

management conversations' and with Clear Review these conversations are continuing. This is not consistent across the Council so we have until April 2026 to achieve this.

The Chair thanked the Cabinet Member and officer and noted that the item would come back to the Panel.

110 COUNCIL TAX REDUCTION SCHEME UPDATE

Councillor Mark Elliott, Cabinet Member for Resources, introduced the item.

The Panel received a presentation on 'Local Council Tax Support changes 2024/25' which covered the following (slides are attached to these minutes):

- Changes introduced
- Reduction in support
- Discretionary awards
- Case study
- Cost
- Next steps

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

Councillor Simon stated that he welcomed the fact that the effects had been so accurately estimated. He asked if the main change had been to the standard amount. The officer explained that the higher rates will carry on, there is a plan to put in a general rule regarding the lowest amount. Councillor Simon stated that the effects will need to be monitored.

Councillor Simon asked about information on arrears and collection. The officer stated that he could circulate this information.

Councillor Treby asked how often people are getting the discretionary award. The officer explained that approaching the welfare support scheme is different for people. He explained that staff in the Council Tax section are fully aware of the welfare support option but some people do not wish to go through income and expenditure.

In response to a comment from Councillor Simon, the officer confirmed that support agencies are being sign posted and the discretionary support has been widely publicised.

The Cabinet Member thanked the officer and his team and stated that the scheme is working fundamentally in the way we wanted.

The Chair thanked the Cabinet Member and officer and stated that it was good to see the modelling had come about.

111 REVENUE AND CAPITAL BUDGET MONITORING, CASH LIMITS AND VIREMENTS - APRIL 2024 TO SEPTEMBER 2024

Councillor Mark Elliott, Cabinet Member for Resources, introduced the item. He explained that, since the last meeting of the Panel he had been working on the overspend. He explained that the vast majority came from Children's Services and home to school transport. He stated that there are systematic problems with Children's Services and the issue has been raised in Parliament. He stated that he hoped to work with NHS colleagues but realises that their budgets are also stretched. He explained that there would be a significant rebasing. He added that there had been strong parking income and acknowledged that we are in a more robust position than many other Councils.

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

Councillor Hodge stated that home to school transport costs are a national problem. She asked if there had been any benchmarking with other authorities and stated that, as the trajectory of the overspend has increased, how confident are we that it will not get worse. The Cabinet Member stated that he shared concerns regarding home to school transport and agreed that it needs a serious focus. The Executive Director explained that EHCPs (Education Health and Welfare Plans) had increased in other authorities as well and more children eligible for free school meals. Out of area journeys have doubled and we are an outlier in that there are more 1 to 1 cars or taxi's transporting children outside the area. She added that £60 routes can now cost £240 per day. She explained that a new home to school policy has been consulted on and we now try to offer people personal budgets. We try to use minibuses/coaches. She concluded that the focus is on single car journeys and processing in the Special Education Needs department (SEN) to avoid delays. She added that we will shortly receive data from an independent assessment regarding benchmarking which will give some key lines of enquiry.

Councillor Treby asked if the budget papers brought to the Panel in January could show amber/red financial risks in the budget lines to help with effective scrutiny.

Councillor Blackburn asked about property, he stated that we are continuing to not let buildings because they have not been maintained properly. He asked when the Panel would get an update on the Corporate Estate. The officer stated that it is a priority to have buildings available for tenants. The Cabinet Member explained that the problems essentially stem from outsourcing to private provision for the last 20/30 years which has left the Council open to market failures. We have to rebuild capacity in house.

Councillor Moss agreed that, while the headline is Children's Services, Corporate Estate issues must not pass under the radar. He explained that overspends in Children's Services is a national problem and was raised at the LGA. He asked why EHCP numbers are proportionally higher in the UK than other European countries. He also asked why the prediction was so far out and asked what confidence there is that predictions going forward are trustworthy as there are other areas that have met targets but will be affected. The Cabinet Member stated that these are the concerns that he has articulated to officers. He stated that he is being robust on this and that the Cabinet is extremely keen to see the position resolved.

In response to a query from Councillor Treby about the context of the rise in EHCPs, the Cabinet Member explained that parents no longer need to backing of schools to apply for an EHCP but, despite the rise, we are not seeing better outcomes for children. The current system is broken and early intervention is the way forward. The Executive Director added that there is a new SEN early intervention scheme now working closely with schools.

The Chair thanked the Cabinet Member and officers.

112 PANEL WORKPLAN

Panel members noted the future workplan and also noted the following items suggested:

- Library IT contract (Councillor Simon asked for a report or meeting with Somerset to look into the contract)
- Update on measures to address the costs of agency staff (July? Councillor Hodge)
- Cost of maintenance on the Commercial Estate (Councillor Hodge)
- Strategic Performance Indicators – annual update (Councillor Hodge)
- Update on BOB/Operational Model – July/Sept (Councillor Moss)
- Property Services – May (Councillor Blackburn)

The meeting ended at 5.50 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

Bath & North East Somerset Council

MEETING:	Corporate Policy Development & Scrutiny Panel
DATE:	14th January 2025
TITLE:	2025/26 Budget and Financial Outlook – Draft proposals
WARD:	All
AN OPEN PUBLIC ITEM	
List of attachments to this report:	
Annex 1: 2025/26 Draft Savings & Income Generation Proposals	
Annex 2: 2025/26 Draft Funding Requirements	

1 THE ISSUE

1.1 This report will present the draft revenue budgets together with proposals for increases in Council Tax and the Adult Social Care Precept for 2025/26.

2 RECOMMENDATION

The Panel is asked to;

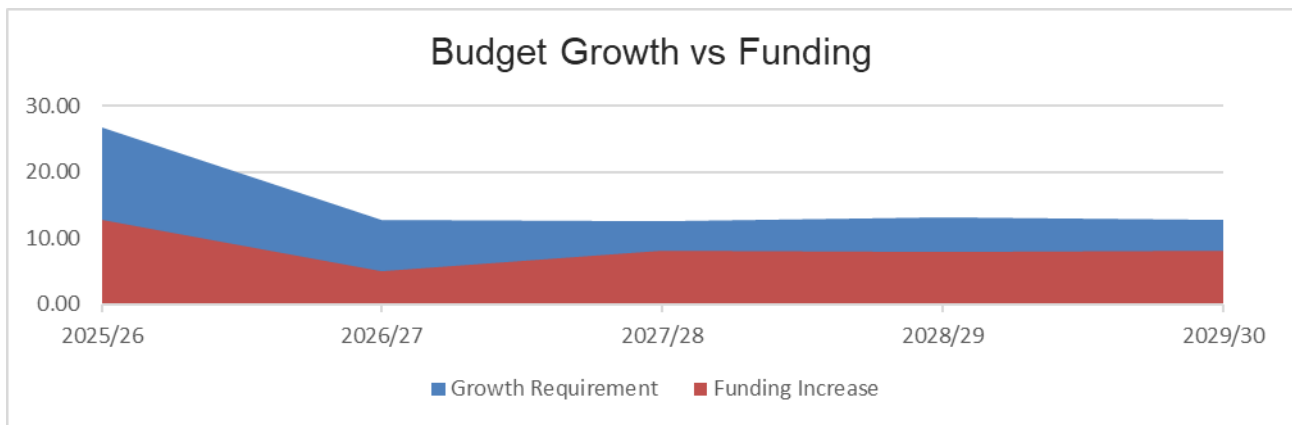
2.1 Note and discuss the proposals that impact the Council’s 2025/26 revenue budget.

3 THE REPORT

3.1 The Council’s 2025/26 Budget and Council tax proposal will be considered by Cabinet on 13th February 2025 and presented to Council on 25th February 2025. This report includes the draft proposals that are relevant to the Corporate PDS panel, the scrutiny of these plans will provide assurance on the completion of the Council’s 2025/26 budget plans.

3.2 The draft budget funding and savings requirement over the next five years is as follows:

Budget Planning	Future years assumptions £m					Total
	2025/26	2026/27	2027/28	2028/29	2029/30	
Growth Requirement	26.78	12.81	12.52	13.19	12.81	78.11
Funding Increase	12.77	5.08	8.12	7.87	8.13	41.97
Annual Funding gap	14.01	7.73	4.40	5.31	4.68	36.14
Savings Proposals	14.01	2.34	0.85	0.10	0.10	17.41
Remaining Funding Gap	0.00	5.39	3.55	5.21	4.58	18.73



Indicative Budget Forecast

The budget detail, assumptions, and the future forecast is shown in the table below:

Budget Planning	Future years assumptions £m				
	2025/26	2026/27	2027/28	2028/29	2029/30
Budget Requirement (Previous Year)	135.85	148.63	153.71	161.83	169.70
Budget Adjustments	5.51	0.00	0.00	0.00	0.00
Pay & Pension	5.80	3.37	3.31	3.39	3.48
Demographic Growth	5.78	3.56	3.69	3.81	3.87
Contract Inflation	5.15	2.82	2.78	2.82	2.86
New Homes Bonus Pressure	(0.52)	0.00	0.00	0.00	0.00
Capital Financing	1.93	1.29	1.57	1.57	1.00
Settlement grant funding	(1.96)	0.00	0.00	0.00	0.00
Budget pressure / rebasing	5.09	1.77	1.16	1.59	1.61
Funding Requirement Sub Total	26.78	12.81	12.52	13.19	12.81
Draft Budget Before Savings	162.64	161.44	166.22	175.01	182.51
Proposed Savings Plans	(14.01)	(2.34)	(0.85)	(0.10)	(0.10)
Estimated Savings Required	(0.00)	(5.39)	(3.55)	(5.21)	(4.58)
Savings Requirement Sub Total	(14.01)	(7.73)	(4.40)	(5.31)	(4.68)
Budget Requirement	148.63	153.71	161.83	169.70	177.83
Funding of Budget Requirement					
Council Tax	129.63	135.76	142.58	149.76	157.17
Business rates retention*	26.42	18.55	19.24	19.94	20.65
Reserve transfers From	0.00	0.00	0.00	0.00	0.00
Reserve transfers (To)	(7.42)	(0.60)	0.00	0.00	0.00
Funding of Budget Requirement Total	148.63	153.71	161.83	169.70	177.83

The forecast includes the following cost pressures and assumptions:

- **Pay Inflation** – Estimated 4.00% in 2025/26 and 3% thereafter.
- **Council tax** – General assumed at 2.99% in 2025/26 and 1.99% in future years and Adult Social Care precept 2% in 2025/26 and future years.
- **Pension Costs** – Have been revised in line with the current revaluation no increase up to 2026/27.

- **Demographic Growth** – Additional demand from new placement and market pressures in Adult & Children Social Care.
- **Interest Rates** - Interest rate reductions to follow movement in Bank of England base rate currently 4.75% for treasury management cash investments. The Council will fix budget interest rates following the provisional settlement.
- **Inflation** – CPI projections modelled on current rates of 2%, with up to 5% provision for Social Care.
- **Budget Pressures / Rebasing** – 2025/26 budget rebasing takes into account current pressures identified in Quarter 2 monitoring where emerging pressures cannot be directly mitigated.
- **Capital Spending** – an allowance has been made to fund previously agreed provisional schemes requiring borrowing.
- **Borrowing** – longer term borrowing costs have been factored into the MTFS, however the authority will continue to optimise the use of cash balances subject to market conditions and the overriding need to meet cash outflows.
- **Reserves** – The Council's earmarked reserves have been reviewed with new allocations made for the implementation of the Being our Best programme and transformation and system improvement projects.

3.3 Savings and Income Generation

To deliver a balanced budget in 2025/26, savings and income generation plans total £14.01m, with income and savings to find of £7.73m in 2026/27. The Council has a good track record of delivering proposed savings. In relation to the Cabinet Portfolios being scrutinised by the Corporate PDS Panel there are savings to find and income generation proposals totalling £5.95m.

The proposals for savings and income generation for this panel's attention are outlined in Annex 1.

The material areas of income generation or savings are:

- Update to projected surplus from Heritage Services to reflect visitor projections, updated income forecasts and service efficiencies (£2m).
- Year two savings relating to the organisation's Being Our Best Programme (£2m).
- Increase income from the City Region Deal Business Rates Pool (£1m).
- Reducing Corporate Estate size and holdings and reduce energy costs through investment in renewables and retrofit (£0.3m).

3.4 Budget Funding Requirements

Budget growth and additional pressures across all portfolios of £26.78m have been added to ensure that the budget remains robust and to add additional budget funding to areas that require rebasing. This does not mean that savings cannot be found from these areas in future once savings opportunities are identified, but this ensures that spend and budget are aligned especially in high demand areas. In relation to the Cabinet Portfolios being scrutinised by the Corporate PDS Panel, there is growth from inflationary pressures and new funding requests totalling £2.03m.

Growth and pressures to bring to this panel's attention are outlined in Annex 2.

The material items requiring additional funding on top of annual budget adjustments are listed below:

- Cyber Security Improvements and Artificial Intelligence (AI) investment - £0.155m
- Improved Customer Contact Technology - £0.251m
- Rebasing of existing staffing savings targets that have been incorporated into the Being Our Best Programme savings - £0.425m

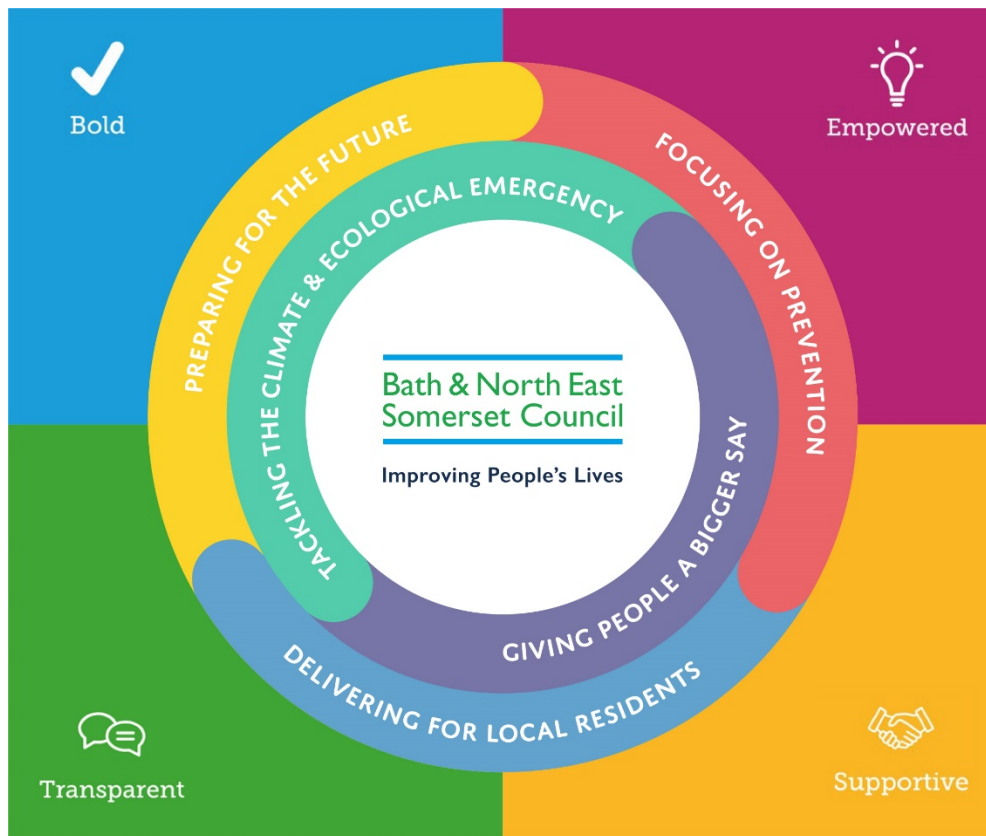
When developing these proposals, the budget setting principles below have been followed:

Budget Setting Principles

- New policy or service demand funding requirements need to be evidenced with robust and realistic estimates for future years.
- For additional budget funding, unavoidable growth only – other growth will require a defined funding source / saving.
- New savings will need to be material and over £50k per item. Savings below this value will not be accepted (no use of one-off service reserves).
- The focus needs to be on high value strategic areas of change enabled by Business Change delivering multi-year savings.
- Stop doing will need to demonstrate how risk is appropriately managed.
- Savings with reputational / political implications need early engagement with Cabinet portfolio holders, with early, proportionate equality impact assessments completed.
- Savings proposals will need to have a budget profile in line with delivery plans that span multiple years.
- Delivery cost and timescale for implementation needs to be fully understood and captured in the budget proposal.

3.5 Corporate Strategy and Council priority areas

The Budget Proposal sets out the financial framework for allocating resources across the Council. How this is achieved will require close alignment to the Council's Corporate Strategy as set out in the diagram below:



<https://beta.bathnes.gov.uk/document-and-policy-library/corporate-strategy-2023-2027>

Alignment to the strategy creates the “golden thread” which drives what we do ensuring that setting budgets and managing our people - our most valuable resource - are guided by the council’s priorities. It also means that our commitments are realistic and achievable.

Prioritising and allocating resources

To address longer-term financial planning and ensure corporate priorities shape our financial planning. For the 2026/27 and future years’ budgets we are developing a more strategic approach built around:

- Identification of key scenarios, particularly in the light of central government fiscal policy and approach to local government funding.
- Agreeing key priorities which will support delivery of our Corporate Strategy, in the light of the resources available to the council over the medium term.
- Establishing a longer-term approach to budget planning, including investing in prevention to address budget pressures and reduce costs.
- Introducing a new operating model which delivers the council’s purpose through innovation in our ways of working.

4 STATUTORY CONSIDERATIONS

4.1 The preparation of the Council’s budget proposals meet the relevant statutory requirements including Section 25 of the Local Government Act 2003 that requires each local authority, when setting its annual General Fund budget and

level of Council Tax, to take account of a report from its Section 151 Officer on the robustness of estimates and adequacy of reserves.

5 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

5.1 These are contained throughout the attached report and appendices.

6 RISK MANAGEMENT

A risk assessment related to the issue and recommendations will be undertaken, in compliance with the Council's decision making risk management guidance and included in the final budget papers.

7 CLIMATE CHANGE

7.1 Addressing Climate Emergency is one of the two core policies within the new Corporate Strategy. The budget has recognised this priority through providing ongoing revenue funding for the Climate Emergency team and also introduced capital items to explore and implement renewable energy schemes.

8 OTHER OPTIONS CONSIDERED

8.1 None

9 CONSULTATION

9.1 The Cabinet Member for Resources has been consulted on the drafting of this report as well as the Chief Executive, Section 151 Officer and Monitoring Officer.

Contact person	Will Godfrey, Chief Executive
Background papers	<p>2025/26 Medium Term Financial Strategy https://democracy.bathnes.gov.uk/documents/s83690/E3564%20-%20Appendix%201%20-%20Medium%20Term%20Financial%20Strategy%202025-26.pdf</p> <p>2024/25 Quarter 2 Revenue and Capital Budget Monitoring https://democracy.bathnes.gov.uk/documents/s84582/E3577%20-%20Revenue%20and%20Capital%20Budget%20Monitoring%20Cash%20Limits%20and%20Virements%20-%20April%202024%20to%20September%202024.pdf</p> <p>2025/26 Budget Consultation https://www.bathnes.gov.uk/budget-consultation-2025-2026</p>
Please contact the report author if you need to access this report in an alternative format	

Annex 1: 2025/26 - 2027/28 Draft Savings and Income Generation Proposals

2025/26 - 2027/28 Savings and Income Generation Proposals								
Savings Proposal Title	Description	2025/26 £'000	2026/27 £'000	2027/28 £'000	Impacts to Service Delivery	Portfolio Holder / Director	Current Net Exp Budget / (Income Budget) £000	Category
Portfolio: Council Priorities and Delivery								
Being Our Best programme	Targeted staffing savings from Being Our Best Programme through the planned review and rationalisation of the council's management and operating structures.	(2,000)			Service delivery risks will be closely monitored and managed at a programme level to enable structural changes to be made without causing undue disruptions to the provision of our services.	Cllr Dave Wood / Cherry Bennett	124,803	Existing Budget Proposal
Council Priorities and Delivery Total		(2,000)	0	0				
Portfolio: Resources								
Household Support Fund grant	Recover admin costs from Household Support Fund grant	(50)			No impact to service delivery	Cllr Mark Elliot / Jeff Wring	2,163	New Budget Proposal
City Region Deal Business Rates Pool - Tier 3 income	Increased income from the City Region Deal Business Rates Pool	(1,000)			None - additional net income only.	Cllr Mark Elliot / Chris Kinsella	(800)	New Budget Proposal
Commercial Estate - increased income	Deliver additional income by refurbishing empty commercial properties more quickly so they can be let.	(200)			Fewer empty properties.	Cllr Mark Elliot / Chris Kinsella	(12,717)	New Budget Proposal
Resources Total		(1,250)	0	0				
Portfolio: Economic and Cultural Sustainable Development								
Heritage Business Plan - these items will be netted together	Update to projected surplus to reflect visitor projections, updated income forecasts and service efficiencies	(2,148)	(22)	(253)	None - additional net income only.	Cllr Paul Roper / Sophie Broadfield	(12,227)	Revised Budget Proposal
Corporate Estate & Development – Corporate Landlord	Reducing Corporate Estate size and holdings and reduce energy costs through investment in renewables and retrofit.	(275)	(220)		The rationalisation of the Corporate Estate will reduce revenue expenditure on underutilised assets, requiring some co-location or relocation of services, working with Capital Delivery, Legal and Sustainable Economy on a decarbonisation programme.	Cllr Paul Roper / Simon Martin	5,566	Existing Budget Proposal
Bath Quays South lettings	New lettings secured for Bath Quays South offices over and above previous financial projections.	(150)	(100)	(100)	No impact to service delivery	Cllr Paul Roper / Simon Martin	(600)	Revised Budget Proposal
Visit West	WECA funding has now replaced Unitary Authority contributions and no commitment is required at a Council level from 25/26 onwards.	(75)			None - change of funding source.	Cllr Paul Roper / Sophie Broadfield	(75)	New Budget Proposal
Income generation from new regeneration assets	Potential income stream to Corporate Estates team from joint projects with Regeneration to unlock under used assets and support with grant funded activities.	(50)			No impact to service delivery	Cllr Paul Roper / Simon Martin	(673)	Existing Budget Proposal
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.	(6)	(6)		Flexibility to add additional services and support for local businesses will reduce and focus will be on external grant funded activity only	Cllr Paul Roper / Simon Martin	400	Existing Budget Proposal
Economic and Cultural Sustainable Development Total		(2,704)	(348)	(353)				
OVERALL SAVINGS AND INCOME GENERATION PROPOSALS		(5,954)	(348)	(353)				

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Annex 2: 2025/26 - 2027/28 Draft Funding Requirements

2025/26 - 2027/28 Draft Funding Requirements						
Funding Title	Description of Funding Requirement	Portfolio Holder / Director	2025/26 Funding £000	2026/27 Funding £000	2027/28 Funding £000	Category
Portfolio: Leader of the Council						
Pay Inflation	Salary inflation estimated at 4% in 25/26, 3% in 26/27, 3% in 27/28, and allowing for annual staff pay increments.	Cllr Kevin Guy / Various	23	18	18	Revised Budget Proposal
Leader of the Council Total			23	18	18	
Portfolio: Council Priorities and Delivery						
Pay Inflation	Salary inflation estimated at 4% in 25/26, 3% in 26/27, 3% in 27/28, and allowing for annual staff pay increments.	Cllr Dave Wood / Various	165	125	123	Revised Budget Proposal
Council Priorities and Delivery Total			165	125	123	
Portfolio: Resources						
Reduction in Clean Air Zone Corporate Overheads	Bring CAZ overheads into baseline budget - reducing the original £280k saving applied to the 23/24 budget.	Cllr Mark Elliot / Chris Kinsella	85			Existing Budget Proposal
Cyber Improvements	Provide recurrent funding to maintain 24/7, 365 days per year cyber security monitoring and response contract	Cllr Mark Elliot / Chris Kinsella	90			Revised Budget Proposal
Artificial Intelligence (AI) Investment	Introducing AI capabilities to improve resident facing services.	Cllr Mark Elliot / Chris Kinsella	65	5		New Budget Proposal
Improved Customer Contact Technology	Replacement telephony and contact centre system with modern cloud based technology.	Cllr Mark Elliot / Chris Kinsella	251	50		New Budget Proposal
Savings Rebasng	Previous staffing savings targets that have been incorporated into the Being Our Best Programme savings.	Cllr Mark Elliot / Various	425			Revised Budget Proposal
Business Rate Revaluation and Inflation Increases	Business Rate Revaluation and Inflation Increase on Corporate Properties.	Cllr Mark Elliot / Various	5			Existing Budget Proposal
Contractual Inflation	Annual increases in contract costs within the portfolio.	Cllr Mark Elliot / Various	210	371	384	Revised Budget Proposal
Pay Inflation	Salary inflation estimated at 4% in 25/26, 3% in 26/27, 3% in 27/28, and allowing for annual staff pay increments.	Cllr Mark Elliot / Various	558	428	419	Revised Budget Proposal
<i>Cloud IT Systems Migration</i>	<i>Reversal of previous year's growth - Migration of all IT Systems to Microsoft Azure Cloud Infrastructure.</i>	<i>Cllr Mark Elliot / Chris Kinsella</i>	<i>(50)</i>	<i>(85)</i>	<i>(85)</i>	
<i>New Recruitment System</i>	<i>Reversal of previous year's growth - Replacement of iTrent recruitment system.</i>	<i>Cllr Mark Elliot / Chris Kinsella</i>	<i>(25)</i>			
Resources Total			1,614	769	718	
Portfolio: Economic and Cultural Sustainable Development						
Staffing	Removal of income/recovery target associated with staffing recharges	Cllr Paul Roper / Chris Major	36			New Budget Proposal
Business Rate Revaluation and Inflation Increases	Business Rate Revaluation and Inflation Increase on Corporate Properties.	Cllr Paul Roper / Various	38			Existing Budget Proposal
Contractual Inflation	Annual increases in contract costs within the portfolio.	Cllr Paul Roper / Various	32	32	32	Revised Budget Proposal
Pay Inflation	Salary inflation estimated at 4% in 25/26, 3% in 26/27, 3% in 27/28, and allowing for annual staff pay increments.	Cllr Paul Roper / Various	124	93	91	Revised Budget Proposal
Economic and Cultural Sustainable Development Total			230	125	123	
OVERALL FUNDING PROPOSALS			2,032	1,037	982	

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CORPORATE POLICY DEVELOPMENT AND SCRUTINY PANEL

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

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

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

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

Should you wish to make representations, please contact the report author or, 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
14TH JANUARY 2025				
14 Nov 2024	Corporate Policy Development and Scrutiny Panel	Budget Proposals - subject to consultation	Gary Adams Tel: 01225 477107	Executive Director - Resources (S151)
14 Jan 2025	Corporate Policy Development and Scrutiny Panel	Development of Draft Heritage Services Plan	Robert Campbell	Executive Director - Chief Operating Officer
14 Jan 2025 Page 22	Corporate Policy Development and Scrutiny Panel	New Library System roll out - update		
28TH JANUARY 2025				
28 Jan 2025 13 Feb 2025 25 Feb 2025 E3590	Corporate Policy Development and Scrutiny Panel Cabinet Council	Budget and Council Tax 2025/26 and Financial Outlook	Gary Adams Andy Rothery Tel: 01225 477107 Tel: 01225 477103	Executive Director - Resources (S151)

Ref Date	Decision Maker/s	Title	Report Author Contact	Director Lead
28 Jan 2025	Corporate Policy Development and Scrutiny Panel	Aequus Company Performance Report	Simon Martin Tel: 01225 477407	Executive Director - Resources (S151)
25TH MARCH 2025				
25 Mar 2025	Corporate Policy Development and Scrutiny Panel	Update on Commercial and Corporate Estate	Richard Long, Simon Martin Tel: 01225 477075, Tel: 01225 477407	Executive Director - Resources (S151)
25 Mar 2025	Corporate Policy Development and Scrutiny Panel	Capital Programme Update	Simon Martin Tel: 01225 477407	Executive Director - Resources (S151)
25 Mar 2025	Corporate Policy Development and Scrutiny Panel	Quarter 3 Budget Monitoring Update	Gary Adams Tel: 01225 477107	Executive Director - Resources (S151)
25 Mar 2025	Corporate Policy Development and Scrutiny Panel	Quarter 3 Performance Update	Andy Thomas Tel: 01225 394322	Executive Director - Resources (S151)
13TH MAY 2025				
8TH JULY 2025				

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