

# **Bath and North East Somerset Council Operational Plan**

## **2018-2019**

### **INTRODUCTION**

This plan forms an important part of Bath and North East Somerset Council’s strategic planning and budget framework.

It translates the Council’s overarching Corporate Strategy and vision for the future into a more detailed operational plan, setting out the key activities and projects that the Council plans to deliver to achieve this. The Operational Plan builds upon the previously published plans of the Council.

It has a two year focus, aligned with the budget planning process, although it will reference the Council’s longer term (years 3 – 5) direction of travel.

In previous years, we have structured our plans through the Council’s three Directorates. However, we have been working on a cross-Council transformation programme to help manage our funding gap and transform the way in which we operate recognising the unprecedented pressures we face. Our plan for this year reflects this and brings together our plans into a single Operational Plan for 2018-2019.

The plan contains a greater level of detail for the coming year. The detail for the following years will continue to develop as Council policy evolves and the plan will be updated annually. This edition of the plan will be considered by Policy Development and Scrutiny Panels in January 2018, having been developed on behalf of the Cabinet, and will inform the 2018/19 budget setting process.

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## PART ONE – CORPORATE OVERVIEW

The Corporate Strategy 2016-2020 is the overarching strategic plan which sets out the Council's direction of travel. It outlines four key areas of focus which drive the work of the Council:



A full copy of this plan can be found online here:

[http://www.bathnes.gov.uk/sites/default/files/bnes\\_corporate\\_strategy\\_2016-2020.pdf](http://www.bathnes.gov.uk/sites/default/files/bnes_corporate_strategy_2016-2020.pdf)

The Council has been working hard on delivering this Strategy. Despite this, the landscape for public services has continued to change and, like every other council in the country, we are facing unprecedented challenges that leave us no choice but to examine our role and change the way we do things. This is due to increased demand, particularly in social care, at a time when funding is reducing.

The section below sets out the changing context in which we need to consider our Corporate Strategy over the coming years. It outlines our ongoing work to develop as an organisation so that we can meet challenges and continue to delivery our priorities and services.

### Changing Together

Our funding gap to 2020 is currently £58 million (£9 million more than last years projection), requiring us to find an extra £16m of savings by 2020 to close the gap. Given the savings we have already made in recent years, finding further efficiencies will require some difficult decisions.

In addition, it's predicted that if we don't take action now to manage demand into the future, the gap between the money we have to spend and the services we need to pay for, will continue to rise to £76 million by 2023 - leading to even tougher choices.

We have established a Changing Together programme to look carefully at the Council's role in a fast-changing world – and how we can deliver the savings required while continuing to protect our most vulnerable residents. The programme also provides a framework for working with staff and our communities to establish what services should take priority (and what we can do less off), and how communities can help to manage demand.

### **The changing role of the Council**

To keep pace with increased demand, rising costs and reduced funding, we have no option but to change the way we do things.

It's clear to us that we can no longer be a universal provider of all services and that we'll need to become a smaller organisation – prioritising what services we deliver, delivering fewer services, working more closely with others, and commissioning others to deliver more services on our behalf (we already commission organisations such as Curo to run social housing and Virgin Care to deliver adult social services).

Despite this, we will continue to deliver high-quality statutory services, e.g. library services, social care and air quality management, and put the needs of our most vulnerable adults, children and families first.

In addition, we will continue to invest in important local priorities such as waste collection and cleansing, transport improvements, leisure centres and economic growth – ensuring Bath and North East Somerset remains a great place to live and work.

### **Financial context**

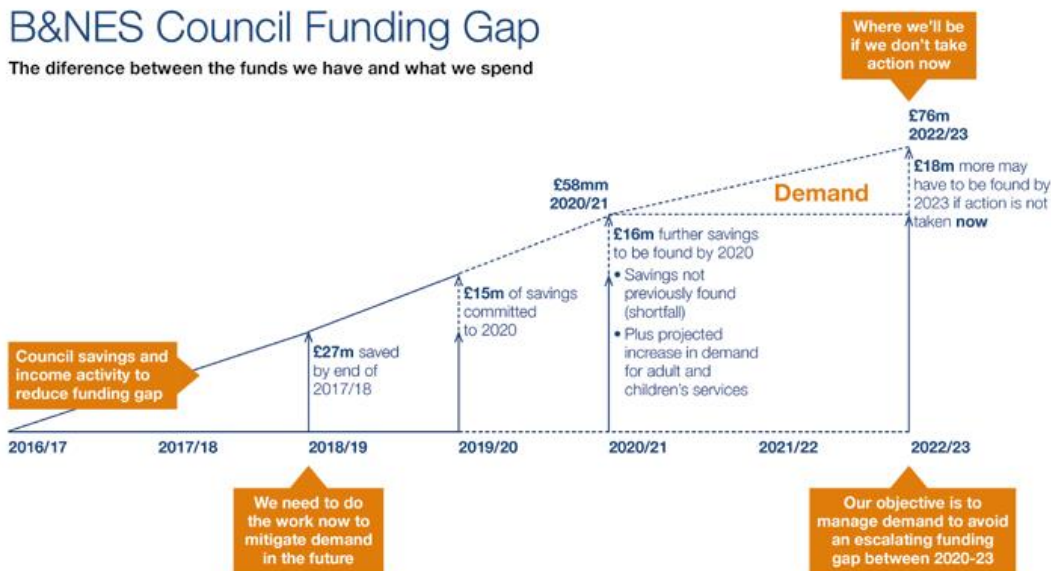
As part of the drive to tackle the national debt, all Councils are receiving progressively less grant funding from central Government each year.

By 2020, Revenue Support Grants of £21 million per annum will have dropped to zero, with the intention that local authorities replace these grants with income from business rates, specific grants, the New Homes Bonus and increased commercial activity. This is in addition to running services more efficiently and embracing new technology to save money.

So far, we have risen to the challenge, and we are judged to be a good local authority. For example, through efficiencies and new income streams, we have saved £77 million since 2010 including £27m between 2016 and 2018. On top of this, £15 million of savings are in the pipeline to 2020. All this has been done with minimal impact on frontline services.

# B&NES Council Funding Gap

The difference between the funds we have and what we spend



Unfortunately, additional external pressures and challenges (outlined below) means that demand continues to outstrip available funding, leading to a growing funding gap.

Last year, the difference between our projected funds and what we were required to spend was £49 million to 2020. This has now grown to £58 million, which means an additional £16 million of savings (on top of the £27m already made, and the £15m in the pipeline) now needs to be found by 2020.

Importantly, if we don't find ways to manage growing demand in the future, our funding gap is set to rise to £76 million by 2023.

## Our challenge for change

1. We need to find new ways of working and prioritise the services we deliver in order to make the necessary savings while protecting our most vulnerable.
2. We must find better ways to work with residents, partners, voluntary organisations and parishes to help manage demand into the future, particularly for social care.
3. We need to become self-funding through increased commercial activity, winning more Government grants, and by growing and investing in our local economy (more homes, offices and jobs).

For more detailed information on the Council's Financial Strategy, please read the Medium Term Financial Strategy 2018/19-2022/23 which can be found online here:

<https://democracy.bathnes.gov.uk/documents/s48394/E3003z%20MTFSfinal.pdf>

## PRESSURES AND CHALLENGES

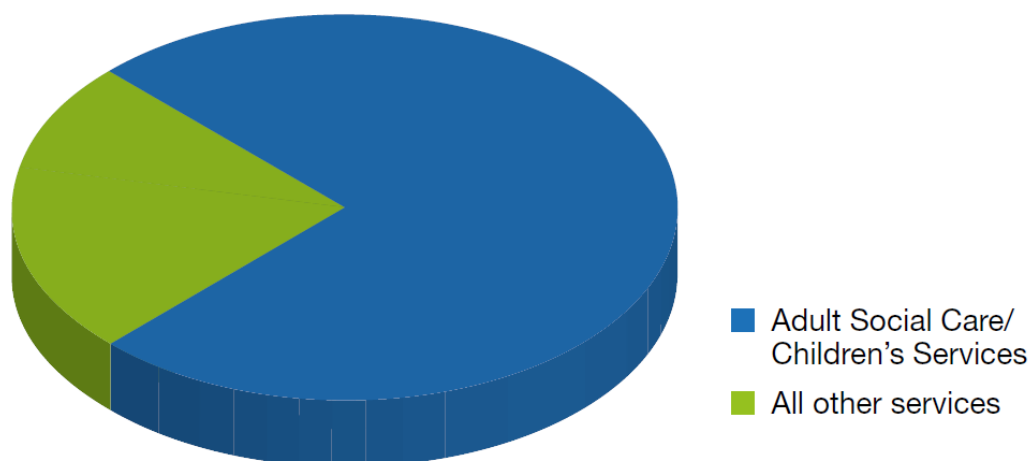
A fast-changing social and economic landscape means that we are seeing increased demand for services and growing expectations of the Council at a time when there's less money and fewer resources to help. We are not alone – all Councils in the country are facing similar pressures, particularly if they deliver social care.

### Rising cost and demand for social care

Social care provided by Councils is a broad term that covers everything from children's social workers and fostering through to services for disabled adults and the care provided to people in their old age. We have invested in and improved the efficiency and effectiveness of social care services for adults and young people. In future, we will continue to prioritise caring for our most vulnerable residents.

However, it's important to understand the impact of rising costs and growing demand in this area. Social care services already account for almost 75 pence out of every pound we spend. By next year (2018/19) we forecast that this will rise to 80 pence in every pound (net).

Prioritising these services means that all of our other services need to be funded from what's left - requiring some really tough decisions on where our money is best spent.



### Why is the cost of care rising?

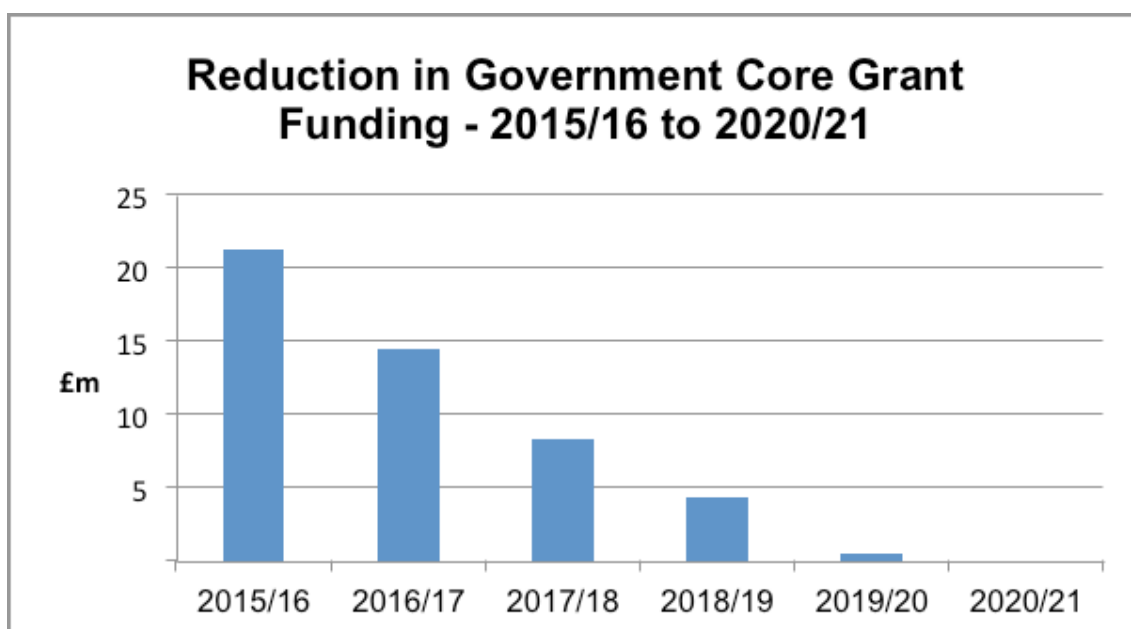
- More people are living longer with complex conditions, which is costly
- More children and young people are living with complex care and educational needs – an individual care package can cost up to £250,000
- Recent care home closures have pushed up local costs
- There are 14% more children in our care than last year
- We are paying a fair price for care to secure good quality sustainable services
- The national living wage is rising faster than inflation, which has a big impact on highly staffed services such as social care
- We have more responsibility for children with special educational needs and disabilities (SEND)
- The number of SEND statements rose from 692 to 1062 between 2014-2017

- Our most vulnerable families are becoming more vulnerable, and inequality within the area is rising
- More families are struggling with low income and requiring additional support with care or accommodation

### **Reduced funding and increased reliance on business rates**

The steady reduction and loss of central Government’s Revenue Support Grant from 2020 (previously contributing over £20 million per year to help fund services) means the Council is under increasing pressure to become self-funding by bringing in investments, raising money through commercial activity, and securing funds through the New Homes Bonus and increased business rates.

However, success in the future relies upon a healthy local and national economy, which we can’t always control. It means a growing role for the Council investing in and securing a resilient local economy with new homes, offices and jobs. It also means we need to maximise Government funding via successful bids for specific projects and schemes.



### **Inflation and national living wage**

We are conscious that any rise in inflation and the national living wage will push up everyone’s costs. Because we spend millions each year, even a small percentage rise in line with inflation would impact significantly on our budget – effectively wiping out some of the efficiencies and savings we have already made.

### **Rising maintenance costs**

It’s not only the costs of care that’s rising. We are facing higher costs for disposing of landfill and maintaining our roads. To help, we have invested in new waste collection across the area that encourages people to recycle more. This is because every lorry load of waste costs us £1000, and every lorry load of recycled waste earns us £100.

### **Air quality improvements**

Air quality still exceeds acceptable levels in some parts of Bath, and we have a statutory duty to improve this situation by securing funding and putting in place the necessary measures. The long-term benefit is an improvement in the health and wellbeing of residents, relieving pressures in health and social care.

### **Loss of economies of scale to support children with SEND**

Schools are funded separately via a dedicated grant given to the Council to administer. As more schools convert to academies, the grant is progressively reduced. However, our responsibility towards children and parents has not reduced, and we remain responsible for supporting the growing number of children registered with special educational needs and disabilities, despite losing many economies of scale.

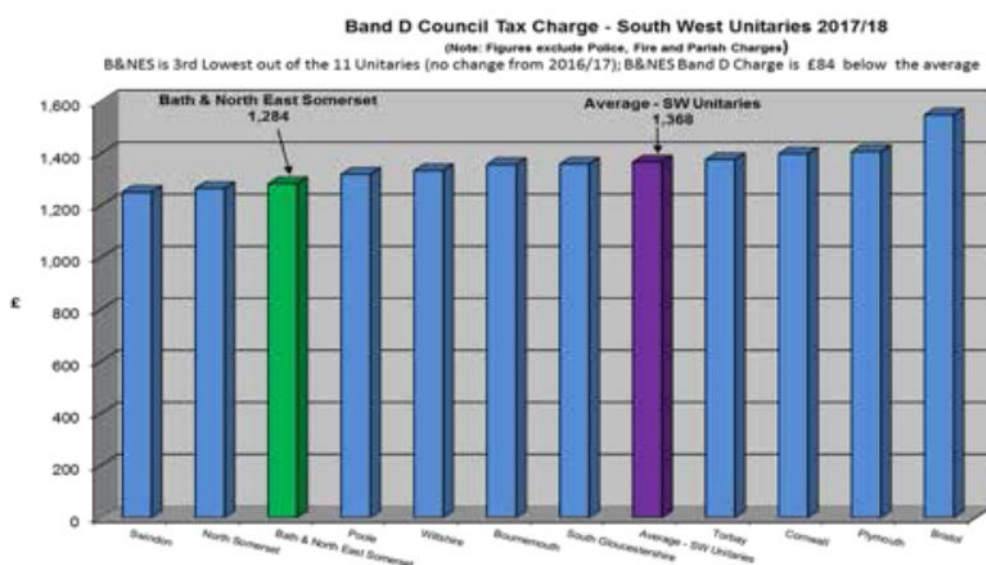
## WHAT HAVE WE ALREADY DONE TO HELP?

In 2015 we started a rigorous review of spending aimed at cutting waste and increasing efficiency. We've also been growing our income opportunities by investing in property, housing and the economy and capitalising on Bath's heritage and tourism assets - activities that will become even more important in the coming years.

### We have already saved £27 million (to 2018)

Since 2016 we have saved £27 million primarily through re-designing services, social care efficiencies, reducing our estate, and improving our technology and capital financing arrangements.

This work has had minimal impact on front line services, and we continue to be regarded as a good authority by independent inspectors. We have also kept Council Tax as one of the lowest in the South West.



### £15m of additional savings are in the pipeline

In addition to the £27 million already saved to 2018, we have committed further savings of £15 million to 2020. This includes:

- Moving to 'Digital by Choice' Customer Services (£2.8m)
- Further reviewing management arrangements (£600 K)
- Increasing income from our commercial estate (950K)
- Further public transport efficiencies (£1.1m)
- Restructuring our Youth Connect Services (£500K)
- Managing increasing demand for Adult Care through new commissioning arrangements (£2m)
- Completing our Modern Libraries Programme (£800K)



## **We are investing in our economy and infrastructure**

Key development projects such as Bath Quays and the regeneration of the Somer Valley Enterprise Zone' are bringing new offices and homes to the area, generating extra income from Council Tax and Business Rates, and providing more opportunities and jobs for local people. In addition, the New Home Bonus (a grant paid by central government to reflect and incentivise housing growth) has brought in £2m that we can spend on frontline services that really matter to people.

### **'Invest to save' opportunities**

Some projects require us to borrow and invest significant funds in the short term so that they're sustainable, relevant and affordable into the future. The money saved (and income generated) over the longer term means that these investment projects make financial sense.

- We have combined our Library and One Stop Shop in Keynsham and have plans to combine these services in both Bath and Midsomer Norton. Along with investment in our community libraries, this work will save £800,000 a year from 2020 and ensure the survival of our libraries.
- New leisure facilities for Bath and Keynsham are an investment in health that will help to reduce care costs in the future. The additional income from the improved facilities will eventually cover the costs.
- New waste services are designed to encourage more recycling, reduce landfill waste and contain our costs as landfill taxes rise. While a lorry load of regular waste costs us £1,000, we earn £100 for every load of recyclable waste. 75% of people's household waste is recyclable.

### **Good track record winning grants**

We have a good track record of winning bids for Government grants that attract investment into the area and raise money which help to fund projects that people care about.

Recent examples include:

- Up to £30m to support the Bath Quays and Somer Valley Enterprise Zone – helping to create up to 2,500 local jobs at Bath Quays and c.400 jobs in the Somer Valley
- £1.1m a year Disabled Facilities Grants
- £3.5m to support affordable homes
- £7m of highway and transport improvement, including £2m to resurface Keynsham Bypass
- A share in a £200m scheme to bring superfast Broadband to Bath and North East Somerset
- Being chosen to pilot a scheme aimed at supporting new industries, creating jobs and stimulating investment in the local economy
- £18.3m for new and expanded primary school provision.

### **Secured Investment from WECA**

Our decision to support an elected regional Mayor for the West of England and become part of the West of England Combined Authority (WECA) with South Gloucestershire and Bristol Council means that we are benefiting from a share of £1 billion investment in adult skills development and transport infrastructure, including major roads and rail networks, as well as cycling and walking routes.

## **WECA benefits**

- A share of £3.9m to help improve the skills of up to 3,000 adults
- £75,000 to progress the Safer Routes to Schools Scheme
- £400K towards improvements to the A39/B3116 'Two Headed Man' junction
- £40K towards improving cycle networks, including employer grants to encourage cycling to work
- Investment to support the University of Bath to establish a new Institute for Advanced Automotive Propulsion Systems
- Funds to develop the schemes at Freezing Hill and Hicksgate

## **We have become more self sufficient**

We are capitalising on Bath's heritage assets and tourist attractions, as well as raising significant income from our commercial property and services.

Finding more ways to raise income from these activities will become increasingly important in the coming years. These are just some examples:

- ADL Development – our property development arm buys unused council property, refurbishes it and puts it back on the market. Its sale or rental income is then ploughed back into Council services. ADL will make considerable financial contributions towards the Council budget in future years
- Income from our commercial estate. In 2017/18 it is anticipated that we would generate an extra £2.19m more than 2016/17.\*
- Heritage services – our museums and galleries generate significant funds for the Council. The Roman Baths is the second most profitable museum in the country, in 2017/18 it is anticipated that this would deliver an extra £1.52m more than 2016/17.\*
- Film office – we run a location-hire service that charges reasonable fees to film in and around the city.

*\*These figures are based on estimates in the budget monitor as at October 2017.*

## **We are still delivering and improving good services**

Despite recent efficiencies and the pressures we face, we are still providing:

- Outstanding fostering and adoption services
- Good Child Protection services - Ofsted 2017
- Some of the best schools in the South West
- 4 Green Flag parks and open spaces
- Exceptional award-winning tourist attractions
- Silver standard for our homelessness services
- Transport infrastructure improvements
- One of the lowest Council Tax in the South West.

### **Some recent achievements**

- Our rehabilitation services have helped 9 out of every 10 older people leaving hospital to still be at home three months later.
- 193 new affordable homes have been built in 2016/17 (Affordable homes comprise homes to both rent and for low cost home ownership)
- 65% of people are happy with the way the Council runs things (Voicebox Survey)
- The percentage of 16-19 year olds 'not in education, employment or training' has dropped to 3% compared to 3.8% in 2015/16.
- 86% of families on the Connecting Families programme or with Children's Centres had a positive Employment or Training outcome in 2016/17.
- 95% of local families get their preferred primary school places.
- Over £750k has been allocated in 2017/18 for improving school classrooms.
- Opened two new primary schools as part of the academies free school programme as well secured a further two through development agreements.
- A proportion of a £255m national fund from the Government to help improve air quality will be allocated to the Council.
- A £92,000 Community Empowerment Fund will support local communities and parishes as they take on a greater role in the provision of local services.

## **WHAT WE PLAN TO DO NOW**

**Despite all of this work, the funding gap continues to grow.**

If we are to live within our means, a further £31 million of savings must be delivered by 2020. It's not going to be easy, because by 2020, 80 pence in every £1 we spend will go on delivering adult and children's services and this remains a priority for the Council.

What's clear is that we will need to become a smaller organisation. We can no longer be a universal provider of all services. We'll need to commission more services with others, and work closer with our communities and parishes to provide appropriate services and help manage demand.

We'll work closely with our staff and communities to prioritise what services we continue to deliver, what we can do less of and what we can stop doing altogether. We'll also restructure the organisation, make staff savings and find more organisational efficiencies where possible – listening to and engaging with staff throughout.

There is also important work to be done in pressing the Government for change - presenting solutions that would help to ease the challenges that we face.

The Changing Together programme will manage the collective response and the process of creating a smaller, more agile and resilient organisation that's better placed to deal with increasing demographic pressures, service demands and reduced central funding.

### **Our proposals**

These proposals will evolve as we engage with staff and communities on ideas and priorities over the next 12 months.

### **Restructuring**

We are developing proposals around:

- Reducing staff by 300 FTE (out of 2,000 FTE)
- Revising/reducing management structures in an effort to reduce this number
- Further reductions to office accommodation
- Integrating and streamlining back-office functions
- Harnessing better use of technology and online functions

### **Prioritising services**

We will explore and seek opinion on:

- What we can do less of, or not at all
- Services that could be delivered more efficiently by other agencies on our behalf
- Services that could be delivered directly by the market
- How the community can play an increasing part in delivering services
- Whether services could be re-designed to be cheaper/more efficient
- Creative ways to raise more income through commercial activity
- Maximising available grants and funding e.g. WECA funding, Government grants

The detailed savings proposals are outlined at Appendix One. If all the savings plans are approved they will deliver £26.2m of the £31m required with the remaining savings target to be identified as part of the 2019/20 budget process.

A new approach for capital bids was proposed within the Medium Term Financial Strategy to ensure that the Council's highest priorities were met as well as minimising the overall impact on the budget. New and emerging capital bids are attached at Appendix Two. Emerging bids for WECA funding and other Government funding such the Housing Infrastructure Fund (HIF) will be added to the capital programme if the bid is successful and the funding is confirmed.

### **Pressing Government for change**

We are asking the Government directly – and through the LGA - to recognise the challenges we face and the solutions that might help. We have identified 20 key areas where a shift in approach or legislation could help us address pressures or mitigate additional future costs. We have highlighted four areas that we think are of particular concern to local people.

- Council funding for student households

Students are exempt from paying Council Tax but Councils are no longer compensated for this loss of income. As students in B&NES account for almost a quarter of all residents, this compensation would be worth over £3m in additional Council Tax income.

We are also unable to charge Business Rates on student accommodation, which is often run by profitable businesses. No direct funds are therefore available to cover the costs of Council services used by the increasing student population. The universities themselves are large successful businesses that pay relatively little business rates in comparison to their size, scale and the Council services they consume. While we welcome universities, we would like to ensure they make a fair contribution towards the city.

- Ability to introduce a Local Tourism Levy

Visitors are important to our economy, but they also impact upon Council resources and services with around 5.8 million visitors every year. If a Local Tourism Levy was introduced, it would help. For examples, a £1 nightly surcharge per room would not affect tourism, but would bring in around £2.4m each year to be reinvested into the local area to help maintain over 5000 listed assets and support the public realm, arts and culture.

- Special Education Needs and Disabilities (SEND)

While we welcome the SEND reforms, we now face a significant increase in workload and support costs as a result. The Council will be asking the Government to transfer additional money to fund this important area.

- Removal of non-domestic rate exemption for listed buildings

This would not require a significant change in law and would enable us to bill for rates on empty, listed properties. We are currently missing out on £2.42m per year due to this exemption. This is income that could be used to provide services.

## **Working with communities to manage demand**

Increasing demand for services – particularly social care but also in other areas – is placing unprecedented pressure the Council.

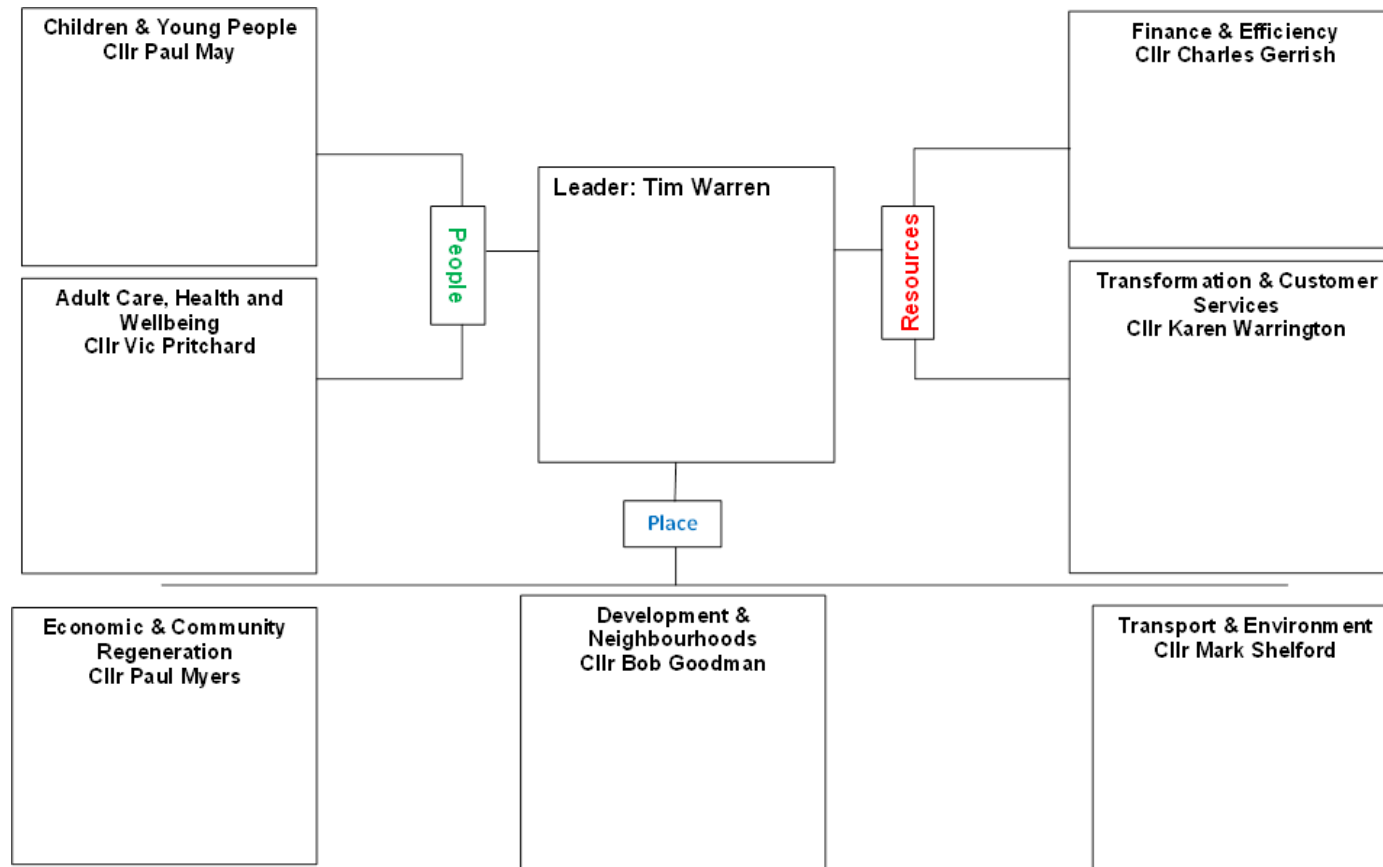
We think there are four areas where individuals and communities can help to manage demand in the future and make our money go further.

- Working Together  
Increased collaboration between the Council and local communities, parish councils, partners and voluntary organisations will become increasingly important.
- Staying well  
Looking after your health by exercising and eating well increases your chances of staying well for longer – reducing the pressure on care services in the future. Together with our health partners we are delivering a lot of programmes to help.
- Helping out  
Doing your bit in your community is a great way to help reduce demand and can bring personal benefit too. Examples are: recycling more, becoming a snow warden, volunteer driving, helping in day centres, litter picking and helping elderly neighbours and friends.
- Doing more online  
Doing more online and helping others to do more online will help us to save money and run more efficiently. You can register online to do things like pay your Council Tax and report issues.

## PART TWO – OPERATIONAL PLAN

### Council overview

The Council's Cabinet comprises the Leader and 7 Cabinet Members who each have a portfolio of responsibilities:



## Key Change Proposals

Summarised below are the key changes that the Council is proposing, structured by the Cabinet Portfolio areas. The plan is focused primarily over the next two years. However, it contains a greater level of detail for the coming year and will be updated annually as Council policy evolves.

The plan doesn't intend to capture every activity that the Council carries out but focuses of the key changes over the coming years and highlights key projects that will help us to achieve our vision for the future.

LEADER				
Title	Summary	Lead Division	Timescales	Year
Review of polling districts and polling places	The Local Government Boundary Commission for England is completing a review of the electoral wards. Subject to parliamentary scrutiny, the new electoral arrangements will come into force at the local elections in 2019. These changes mean the council has to carry out a review of its polling districts under section 18C of the Representation of the People Act 1983.	Legal and Democratic Services	<ul style="list-style-type: none"> <li>• Scope of review agreed – April 2018</li> <li>• Consultation – Summer 2018</li> <li>• New model agreed – Winter 2018</li> </ul>	2018/19
Local elections for Council and Parish Council	Preparation for local elections in May 2019.	Legal and Democratic Services	<ul style="list-style-type: none"> <li>• Preparation started December 2017</li> </ul>	2018/20
West of England Combined Authority	Continuing negotiations with WECA on West of England issues.	Legal and Democratic Services	<ul style="list-style-type: none"> <li>• On-going</li> </ul>	



**TRANSFORMATION AND CUSTOMER SERVICES**

Title	Summary	Lead Division	Timescales	Year
Consolidation of performance and intelligence functions	Review and restructure of those conducting performance management, analysis, research and data reporting activity across all Council services.	Strategy and Performance	<ul style="list-style-type: none"> <li>• Scope agreed – April 2018</li> <li>• Proposals agreed – Summer 2018</li> <li>• New model delivered – April 2019</li> </ul>	2019/20
Consolidation of marketing and communication functions	Review and restructure of those conducting marketing and communications activity across all Council services.	Strategy and Performance	<ul style="list-style-type: none"> <li>• Scope agreed – April 2018</li> <li>• Proposals agreed – Summer 2018</li> <li>• New model delivered – April 2019</li> </ul>	2019/20
Modern Libraries Review	Integration of library and customer advice services together with community led approach to local branch libraries. The review is being phased to enable proper consultation, local engagement and decision making at each stage.	Customer Services	<ul style="list-style-type: none"> <li>• Design and engagement work Bath central library – now until Summer 2018</li> <li>• Midsomer Norton library and OSS complete - Summer 2018</li> <li>• Engagement with local communities now and throughout 2018</li> <li>• Radstock healthy living centre Summer 2019</li> <li>• Integrated and improved OSS and library facility at Bath Podium 2019</li> <li>• Other community-led solutions according phased over 2018 and early 2019</li> </ul>	2018/19

**TRANSPORT AND ENVIRONMENT**

Title	Summary	Lead Division	Timescales	Year
Transport strategies	Development of delivery plans to achieve the Councils strategic transport polices and procurement of new Highways Maintenance contract.	Highways and Traffic	<ul style="list-style-type: none"> <li>• Produce key documents for Getting around Bath, Somer Valley and Keynsham. Consult prior to implementation.</li> <li>• Prepare draft highways contract and issue tender document</li> </ul>	2018/19  2018/19
Highways and Transport Capital Programme	Completion of delivery of the 2018/19 Highways and Transport Capital programme.	Highways and Traffic	<ul style="list-style-type: none"> <li>• Develop a plan of schemes to include WECA projects - 2018</li> <li>• Monitor, drive and project manage timely delivery - 2018 ongoing</li> </ul>	2018/19
Alleviation of congestion to the East of Bath	Development of a set of mitigations to achieve equivalent benefits to a P&R to the east of Bath	Highways and Traffic	<ul style="list-style-type: none"> <li>• Development of full business case to submit to WECA for funding - 2018</li> </ul>	2018/19
Parking Strategy	Adoption of a Parking Strategy which takes into account strategic aims.	Transport and Parking Services	<ul style="list-style-type: none"> <li>• Complete public consultation on Strategy and adopt - Spring 2018</li> <li>• Review parking charges and develop a range of options for Member consideration - Spring 2018</li> <li>• Implement the new parking charges following statutory processes - June 2018</li> </ul>	2018/19
'Getting from A- B', Strategic Review for Transport	Continued delivery of the 'Getting from A- B' Strategic Review for Transport. Savings achieved, new ways of working embedded within services and new relationship with suppliers established.	Transport and Parking Services	<ul style="list-style-type: none"> <li>• Savings target of £1.938m over a 4 year period – March 2020</li> </ul>	2018/19 ongoing
Air Quality (AQ)	Development of a national AQ Plan for Bath. Delivery of a feasibility study and business case outlining measures to achieve compliance with the national air quality objective for nitrogen dioxide. Linked to the Bath Air Quality Action Plan and potential introduction of two new Air Quality Management Areas (AQMA's)	Public Protection & Health Improvement	<ul style="list-style-type: none"> <li>• Strategic Outline Business Case – Spring 2018</li> <li>• Final Implementation Plan - end Dec 2018</li> <li>• Declare the AQMAs Spring 2018 and action plans - November 2018</li> </ul>	2018/19

## CHILDREN AND YOUNG PEOPLE

Title	Summary	Lead Division	Timescales	Year
Children's Social Care and SEND Improvement	Implement a programme of improvements to children's social care and SEND services in response to Ofsted inspection and other drivers including demand pressures, working in collaboration with key partners, to ensure we deliver good or better services while mitigating financial pressure on the Council.	Children, Young People & Families	<ul style="list-style-type: none"> <li>• Ongoing action plans</li> </ul>	2018/19 – 2019/20
Youth Connect redesign	Redesign of Youth Connect services – aiming to achieve this through enabling local community groups to develop the additional capacity in key areas that will offer supplementary services for young people and exploring the potential to develop a staff mutual.	Children, Young People & Families	<ul style="list-style-type: none"> <li>• Proposals to be confirmed Q1 2018/19 and implemented at the end of Q2.</li> </ul>	2018/19
Remodelling of Education services	Remodelling the Local Authority role in education services to reflect the changing legislative and educational landscape, with a growing majority of pupils taught in academy schools – ensuring that remaining statutory functions are covered as efficiently as possible.	Education Transformation	<ul style="list-style-type: none"> <li>• Detailed proposals to be confirmed in early 2018 for phased implementation</li> </ul>	2018/19 – 2019/20
Service redesign and efficiencies	To implement a range of efficiency measures and management savings across service areas in line with budget pressures while ensuring statutory duties are fulfilled (including implementing changes from the Children and Social Work Act 2017) and demand pressures mitigated wherever possible.	All	<ul style="list-style-type: none"> <li>• Various</li> </ul>	2018/19 – 2019/20

**ADULT CARE, HEALTH AND WELLBEING**

Title	Summary	Lead Division	Timescales	Year
Optimisation of 'Your Care Your Way' Prime Provider arrangement	Work with Virgin Care to lead system-wide transformation and improvements to ensure that services are as integrated, effective and efficient as possible to meet the needs and priorities of our community	Integrated Health & Care Commissioning	<ul style="list-style-type: none"> <li>Ongoing delivery plans in place</li> </ul>	2018/19 – 2019/20
Further develop integrated health and care arrangements between the Council and Clinical Commissioning Group	Further development to enhance our existing integrated working arrangements with the CCG in order to maximise our joint impact on the health and wellbeing of the local population, whilst benefiting from organisational efficiencies.	Integrated Health & Care Commissioning	<ul style="list-style-type: none"> <li>Next phase of development work by April 2018</li> </ul>	2018/19
Adult care transformation - tackling purchased care costs for all client groups	To 'contain' growth pressures within the adult social care service through ongoing redesign and transformation of services to maximise independence, prevent escalating care needs and promote re-ablement after an episode of care, including through the use of assistive technology and more efficient purchasing arrangements and making best use of the Better Care Fund as appropriate.	Integrated Health & Care Commissioning	<ul style="list-style-type: none"> <li>Ongoing delivery plans in place</li> </ul>	2018/19 – 2019/20
Public Health prioritisation	To identify further efficiencies and opportunities for prioritisation of resources in the context of reducing government grant funding, whilst maintaining as much preventative, health improvement and health protection work as possible to contribute to positive health and wellbeing outcomes for the population and to help to mitigate pressures on care services.	Public Health	<ul style="list-style-type: none"> <li>Ongoing prioritisation process, seeking opportunistic savings as contracts expire, etc</li> </ul>	2018/19 – 2019/20
Service redesign and efficiencies	To implement a range of efficiency measures and management savings across service areas in line with budget pressures but ensuring that our Care Act and other statutory duties are fulfilled and demand pressures mitigated wherever possible.	All	<ul style="list-style-type: none"> <li>Various</li> </ul>	2018/19 – 2019/20

**ECONOMIC AND COMMUNITY REGENERATION**

Title	Summary	Lead Division	Timescales	Year
Employment	Work to ensure creation of local jobs with associated employment space increase. Linked to plans for increased housing and transport infrastructure and associated Council strategies.	Community Regeneration	<ul style="list-style-type: none"> <li>• Review of the Core Strategy / Placemaking Plan - Draft Spring 2018</li> <li>• Adoption of West of England Joint Spatial Plan - Autumn 2018</li> <li>• Coordinated business engagement service and employment hub – Spring 2018</li> <li>• Bath Public Realm and River Programme implementation – 2018 ongoing</li> <li>• Somer Valley Enterprise Zone Commercial Delivery Plan – early 2019</li> <li>• Bath Enterprise Zone implementation – 2018 ongoing</li> <li>• Delivery of Core Strategy and Placemaking commitments – 2018 ongoing</li> </ul>	2018/19 - 2019/20
Homelessness	Continuation of an effective homelessness prevention service, thus ensuring low numbers of households in temporary accommodation and rough sleeping.	Housing Services	<ul style="list-style-type: none"> <li>• Ongoing. Number of households in temporary accommodation – 27 households maximum each quarter.</li> </ul>	2018/19
Heritage Services Business Plan	Deliver the Heritage Services Business Plan 2018-2022.	Heritage Services	<ul style="list-style-type: none"> <li>• Achieve financial targets in line with Strategic review - 2018</li> </ul>	2018/19 ongoing

**DEVELOPMENT AND NEIGHBOURHOODS**

Title	Summary	Lead Division	Timescales	Year
Develop, deliver and monitor waste strategy	Improvement in % Household waste reused, recycled, energy recovered. Redesign of the waste collection service to increase recycling and promote services through extensive waste awareness campaigning.	Neighbourhood & Environmental Services	<ul style="list-style-type: none"> <li>80% household waste reuse, recycling and recovery rate – 2018 ongoing</li> </ul>	2018/19
Planning Application Performance	Development Management continue to meet targets for determination of major and minor applications.	Development Management	<ul style="list-style-type: none"> <li>Major planning applications delivered within agreed timescales, 13 weeks or otherwise agreed and 60% target</li> <li>Minor planning applications delivered within agreed timescales, 8 weeks or otherwise agreed and 70% target</li> </ul>	2018/19
Building Control performance	Building Control continue to achieve positive customer feedback and application turnaround times.	Building Control	<ul style="list-style-type: none"> <li>90% of application decisions made within 3 weeks.</li> <li>95% customer satisfaction maintained</li> </ul>	2018/19
Housing and employment space	Policy and Environment focus on housing completions, affordable housing completions, employment spaces gains & losses, & Community Infrastructure Levy income.	Policy & Environment	<ul style="list-style-type: none"> <li>Effective delivery of affordable homes. Deliver 465 new affordable homes</li> <li>Preparation of new Local Plan to establish new homes, employment space and other development targets – options by June 2018</li> <li>West of England Joint Spatial Plan adoption – 2018</li> </ul>	2018/19 - 2019/20
Leisure Contract and Leisure Contract capital works	Work with a leisure provider for effective leisure provision. Contract monitored bi- monthly and reviewed annually and capital works programme agreed.	Public Protection & Health Improvement	<ul style="list-style-type: none"> <li>Works programme for Bath - by end July 2018</li> <li>Works programme for Keynsham – base build to be delivered by April 2019, fit out finalised Dec 2019.</li> </ul>	2019/20
Review of the Parks Service	Operational review to identify efficiencies, cost savings, additional income generation potential and proposals to inform 2018/19 budget setting.	Neighbourhood Environmental Services	<ul style="list-style-type: none"> <li>Increase events and wedding income in 2017/18, with further increase in 2018/19</li> <li>Business case for a review of the Parks will come forward during 2018/19.</li> </ul>	2018/19 - 2019/20

**FINANCE AND EFFICIENCY**

<b>Title</b>	<b>Summary</b>	<b>Lead Division</b>	<b>Timescales</b>	<b>Year</b>
Corporate Travel Plan	Implementation of a further robust package of corporate travel plan measures (including smart working, pool cars and behaviour change) to reduce cross-council mileage costs.	Strategy and Performance	<ul style="list-style-type: none"> <li>Energy Savings Trust Review – January 2018</li> <li>Roll-out of Mypermit – February 2018</li> <li>Review impact of pool car contract – June 2018</li> </ul>	2018/19
Schools support services and trading services review	Services for schools including payroll, ICT, finance, cleaning and catering has been reviewed in the light of schools becoming academies and others often choosing to buy their support elsewhere. Schools will be supported to procure value for money services and the Council will reduce or withdraw its provider role accordingly.	Various in Resources	<ul style="list-style-type: none"> <li>Now until Autumn 2018</li> </ul>	2018/19
Commercial Estate Income	Investment in property acquisitions to continue to diversify the commercial estate and generate income in excess of financing costs. A prudent gearing threshold will be set as part of an investment strategy.	Property & Project Delivery	<ul style="list-style-type: none"> <li>Throughout 2018 and possibly 2019</li> </ul>	2018/19
Corporate Estate office accommodation	Office accommodation will be further reduced in line with reductions in staff establishment with flexible working continuing to provide efficient use of space.	Property & Project Delivery	<ul style="list-style-type: none"> <li>Phased as staffing levels reduce</li> </ul>	2018/19 - 2019/20
Management arrangements and staffing	Management will be further streamlined and staff reductions equivalent to approximately 300 FTE posts to achieve necessary savings. Critical functions and services for vulnerable people will be protected.	All services	<ul style="list-style-type: none"> <li>Phased as part of a Council wide programme</li> </ul>	2018/19 - 2019/20
Shared services	Opportunities for shared services will be developed including potentially with neighbouring Councils, CCG and WoE. This will in part be driven by service resilience and value for money requirements, health integration aspirations and WoE regeneration opportunities.	Selected services across the Council	<ul style="list-style-type: none"> <li>Phased approach</li> </ul>	2019/20
Digital by Choice	Digital services will be developed to enable the Council to deliver quality services 24/7 with less staff, whilst ensuring	All services	<ul style="list-style-type: none"> <li>Phased approach</li> </ul>	2018/19 - 2019/20

	choice about how to access services is available for those that need it.			
Property Company (ADL) housing developments	New housing will be provided through the Council's property company to satisfy local housing need and generate commercial returns. Also links to the One Public Estate agenda and small housing sites.	Property & Project Delivery	<ul style="list-style-type: none"> <li>• Riverside Keynsham – development underway – 96 apartments</li> <li>• Others developments phased</li> </ul>	2018/19 - 2019/20



## PART THREE – DELIVERY OF THE PLAN

### Corporate Risk Management

Delivering against the Council’s key priorities with a smaller budget is challenging and not without risk. Increased demand, rising costs and reduced funding means we have to carefully prioritise so that key risks are managed or mitigated. The benefits gained in managing risk are positive and should deliver better quality strategic, operational and financial management, statutory compliance and improved service delivery.

However we need to do this within a smaller organisation and our actions need to be proportionate. As a consequence we are refreshing our risk management strategy to ensure that we continue to focus key management actions in the right areas to enable delivery of key priorities.

Our aim is to continue manage risks at three different levels –

- Corporate/Strategic – Impacts are Cross Council or of very high significance
- Operational/Divisional – Impacts are localised on delivery of functional or team objectives
- Major Projects – Impacts are significant against delivery of key Council priorities

**LIKELIHOOD**

	Unlikely	Possible	Likely	Almost Certain
IMPACT	Critical			
	High			
	Medium			
	Low			

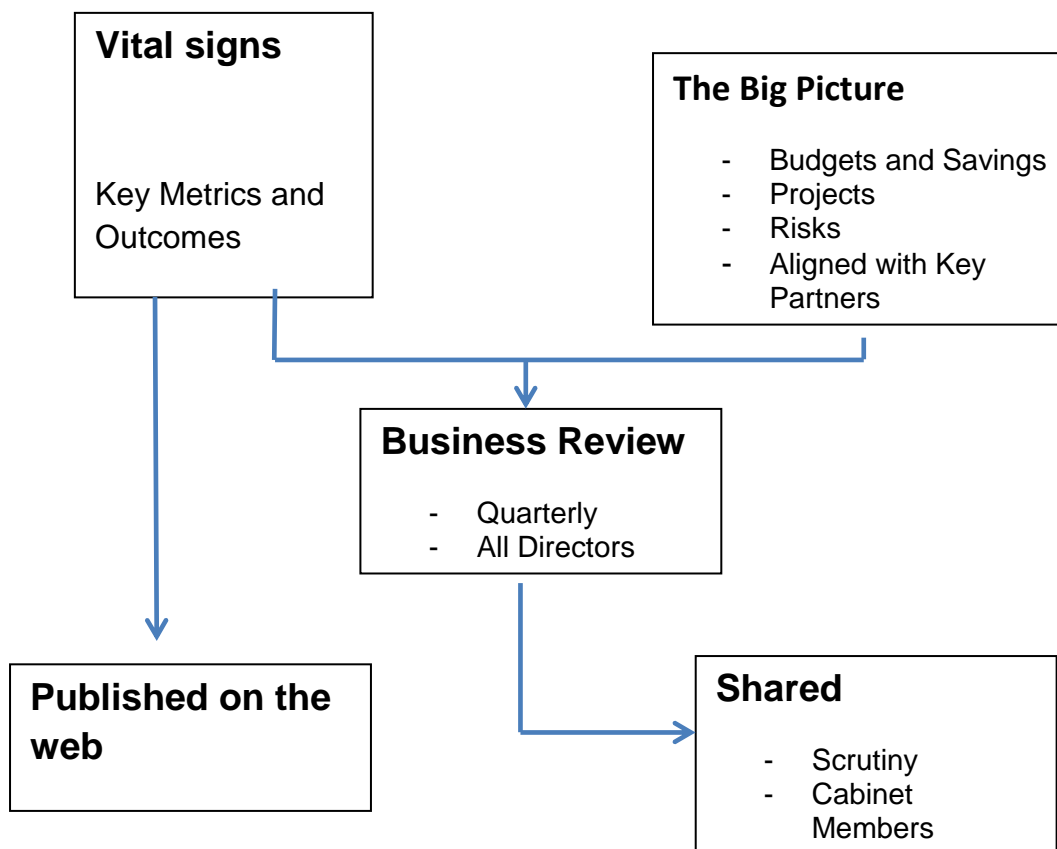
An overarching principle of our new strategy is to develop our risk management processes and procedures alongside existing and newly developing corporate arrangements. This should have the clear advantage of achieving and demonstrating an embedded risk management process, and reduces the need for additional reporting.

The budget report will set out in more detail the specific risk issues arising from the 2018/19 budget as part of the statement of robustness. Our aim therefore is to integrate – as far as possible – the processes and reporting mechanisms of the three key building blocks of Corporate Governance, Performance, Risk and Financial Management.

### Performance management

The new performance framework is based on a small number of high-level 'vital signs'. This ensures that we keep sight of critical matters during the upcoming changes, with operational and delivery matters discussed through quarterly, narrative-based business review meetings.

This process is summarised in the below diagram:



## APPENDICES

Appendix 1	Revenue Budget Savings & Income Generation Proposals
Appendix 2	Capital Programme – New/Emerging Items