

Organisational Plan 2019-20

Executive Summary

Bath and North East Somerset continues to be a beautiful, highly sought after area with a vibrant economy and a strong Council that has delivered significant savings since 2010 without serious reductions to front line services. However, into the future Councils will no longer have sufficient resources to sustain funding for all of their current activity. This is because of reduced Government grant and increasing demand. We intend for Bath and North East Somerset to be known for the excellent health and overall wellbeing of its residents. This means we must carefully prioritise what we spend.

As part of the Council's strategic planning and budget process, the new **Medium-Term Financial Strategy** (MTFS) has set out the unprecedented scale of our financial challenge. This highlights the additional demands upon the Council, especially for social care, the scope to use new ways of working, notably digital communications, and the need for more prioritisation of activity and spend. For some services, this may also mean a different relationship with customers and communities.

This Organisational Plan pulls together the key activities that services will need to focus on over the next 12 months in order to deliver the Council's refocused corporate priorities:

- ➔ Protect and care for our most vulnerable
- ➔ Nurture residents' health, safety and wellbeing
- ➔ Provide ways for everyone in the community to reach their full potential

The Plan has been developed across all service portfolios and summarises the **Core Services Offer** that will be used to prioritise how resources will be used to deliver these corporate priorities to the public, it also outlines the proposals for budget savings. This will mean difficult decisions over what services B&NES can provide and how services will be delivered, with our local community groups, Parish Councils and the voluntary sector playing an increasingly important role.

The plan is divided into five main sections:

Section 1: Corporate Overview - Financial Context, Challenges and Achievements

Section 2: What we plan to do - Approach to Savings and Core Services Offer

Section 3: New Ways of Working - How the Council will do things differently

Section 4: Delivery of the Plan - Managing Risk and Performance

Section 5: Conclusions

Section 1: Corporate Overview

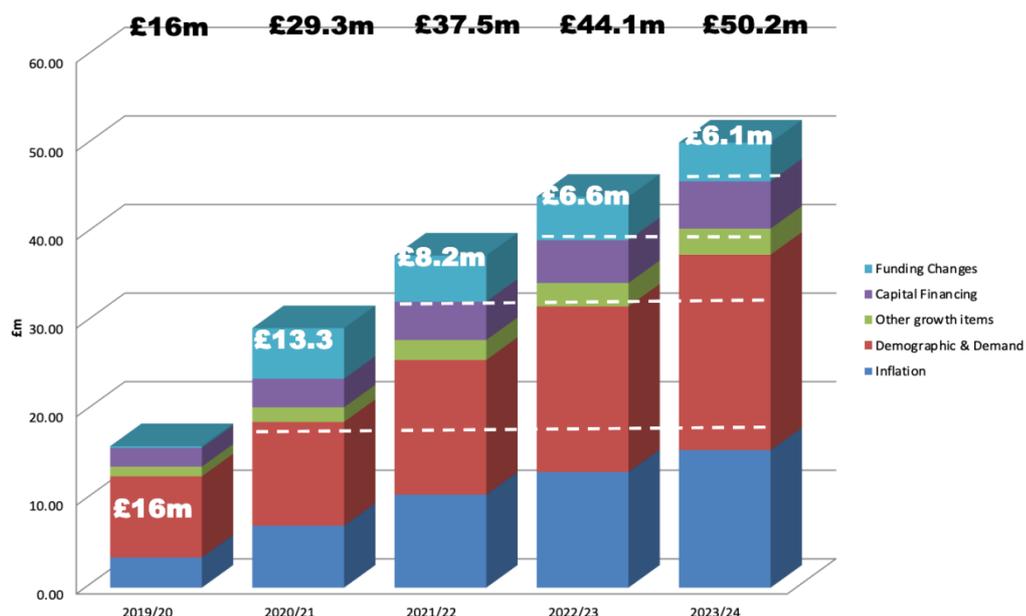
This Council, along with all local authorities, has experienced historically unprecedented reductions in funding. It faces difficult decisions about the services it should provide, and to what standard it should provide them. Some services remain a statutory priority whilst for others there is more scope for local discretion. Over the last few years the Council has been very successful in achieving efficiency savings and increasing commercial income. However, a further 'step change' is required given the size and impact of savings still to be made. The MTFS outlines the key areas of focus to deliver a balanced budget over the next five years including a review of priorities to ensure sustainable finances in the future.

1.1 Financial Context

Since 2010 all Councils have received less general grant funding from central Government each year. By 2020/21, Revenue Support Grant (RSG) will have reduced to zero from £21m in 2015-16. Government policy has been for local authorities to replace these grants with income from business rates, specific grants, the New Homes Bonus (a grant paid by central Government to reflect and incentivise housing growth) and increased commercial activity. This is in addition to running services more efficiently and embracing new technology to save money. Critically, in setting its spending assumptions for each local authority the Government assumes that each authority automatically increases Council Tax by the maximum amount allowed.

In reality, increasing service demand and demographic pressures continue to outstrip available funding. Our MTFS published in October 2018 outlined that the funding gap to 2023 was estimated to be £50.3 m, meaning the Council would need to reduce its net spend by around 44.5% (15.2% of gross spend) over the next five years. In the shorter term savings of £29.3m were required over the next two years.

MTFS 2019/20 - 2022/23 Cumulative Budget Gap (based on current assumptions)



Notes:

- *Inflation - Contractual and pay inflation allowance*
- *Demographic & Demand - Increased costs due to Demographic growth and increased service volumes (includes some rebasing of undeliverable savings items)*
- *Capital Financing- Revenue impacts of financing the Council's capital programme*
- *Funding Changes - Changes in Government grant funding, Council Tax and Business Rate income*
- *Other Growth Items - One-off costs and risk provision allowance for future savings delivery*

The budget gap outlined in the Strategy does not include any increases in Council Tax - an increase of 3% per annum reduces the overall five-year gap by £14.3m.

The Council has a good track record in making savings. Through efficiencies, good service planning and management, and new income streams, we have delivered savings of £55.4m between 2013/14 to 2017/18. A further £17m is expected in this financial year - a total of £72.4m over six years. This has been done with perceived minimal impact on frontline services.

For more detailed information on the Council's Financial Strategy, please read the Medium-Term Financial Strategy 2019/20-2023/24 which can be found online here:

<https://democracy.bathnes.gov.uk/documents/s53201/E3003z%20BATHNESMTFS.pdf>

1.2 The changing role of the Council

To keep pace with increased demand, rising costs and reduced funding, we have no choice but to change the way we do things. We no longer have sufficient resources to be a universal provider of all services. We have already become a smaller organisation and this will continue, this does mean that we can no longer try to provide everything that we have in the past and to that same level, less money and people will mean fewer and different services. However we still want Bath and North East Somerset to be known for the excellent health and overall wellbeing of its residents. This means we must carefully decide what we spend by prioritising what services we deliver directly, what services we will commission from others, how we will work with other agencies and communities and what services we will withdraw from and over what timescale.

We have developed our three **corporate priorities** to help focus and prioritise services for our most vulnerable adults, children and families, and we will continue to deliver a range of high-quality statutory services within available resources.

We will also continue to invest in important local priorities such as public health, public protection, waste collection and cleansing, transport improvements, leisure centres and economic growth.

1.3 Pressures and Challenges

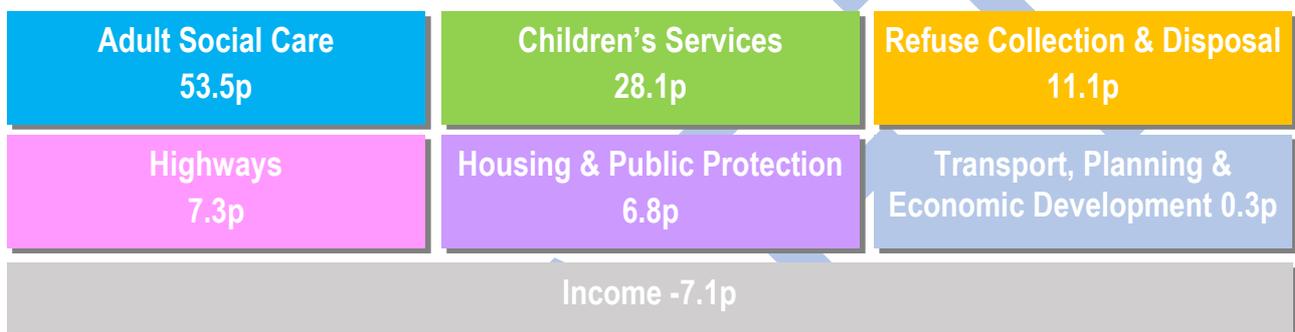
In common with all "upper tier" local authorities i.e. those that provide Adult Care and Children's Services we are experiencing increased demand for services and growing expectations at a time when there is less money

and fewer resources available. Both of these service areas have continued to improve efficiency and make changes to contribute to savings.

Rising cost and demand for social care

Social Care covers everything from protecting some children before they are born through to ensuring people without a family and/or financial means receive a dignified burial, obviously there are a huge range of requirements in between these two extremes. We have invested in and improved the efficiency and effectiveness of social care services for adults and children & young people. In future, we must 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. For every £1 of Council Tax being spent by the Council, nearly **82p** is spent on Adult Social Care and Children's services:



Why is the cost of care rising?

- ➔ Older people are living longer with complex combined health conditions which are costly and reflects our rapidly increasing & ageing population profile.
- ➔ Number of looked after children has risen by 40% in the past 5 years - supporting the 21 children with the most complex needs will cost over £3m in 2018-19.
- ➔ A decrease in local fostering households has led to an increase in independent fostering agency nights at an average cost of £112 per night.
- ➔ An increasingly challenged care market, struggling to recruit and retain staff, which is impacting on the availability and sometimes the quality of care home placements.
- ➔ The ongoing impact of Government's laudable national living wage policy and other wage pressures which are above inflation.
- ➔ Greater responsibility for children & young people with special educational needs and disabilities (SEND); the number of those with Education, Health & Care Plans rose from 692 in 2014 to 1062 in 2017 (a 53% increase), also the age range for those entitled to such support rose from 2-19 years to 2-25 years.

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

Reduced funding and increased reliance on business rates

Local government has experienced continued reductions in funding, as mentioned earlier RSG will have reduced from £21m in 2015/16 to zero by 2020/21. We will have replaced around £8.8m of this through increased heritage and commercial income activities over the same time period.

The time horizon of the MTF5 is five years with a detailed focus on the next two years for financial planning purposes. There is significant uncertainty beyond 2019/20 because the national approach to funding local government is under review. The Government's 'Fairer Funding Review' will assess the relative needs and pressures of local authorities to ensure the distribution of funding between them is fair.

The steady reduction in and eventual loss of RSG means the Council is under increasing pressure to become self-funding. This requires the Council to support economic growth to increase Business Rates receipts, support appropriate housing development to grow New Homes Bonus (note this is being replaced in 2020/21) and increase Council Tax receipts, raise money through commercial activities and by bringing in investment to the local area. This 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 impacts significantly on our budget.

**The National Living wage will rise by 4.9% from April 2019, increasing from £7.83 to £8.21 per hour, while the National Minimum Wage average rate for all age groups will rise by 4.4%.*

Rising maintenance costs

It's not only the costs of care that's rising. We are facing higher costs for disposing of our waste to landfill, and maintaining our buildings, roads and green spaces.

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 schools become academies, Government takes back the element of the grant payable to the local authority in order to make payments directly to the academies. This means that the grant is progressively reduced and therefore the Council has to reduce the services provided to schools. It is estimated that over 80% of schools will have converted to academies by September 2019 and that all remaining schools will formulate plans to convert in the coming years.

It is important to note that our ongoing responsibility towards children and parents has not been removed. We remain responsible for supporting the growing number of children with SEND, we continue to have a duty to ensure there are sufficient school places to meet demand, to help to coordinate the schools admissions

system and to ensure that children leaving education have access to alternative provision, this despite losing many economies of scale. These responsibilities are funded through the Council's main revenue funding and allowed for in the budget proposals.

In summary, this means the Council continues to face a very real financial "squeeze" into the future. This is for reasons beyond our direct control and is no different to any upper tier local authority. Delivering future savings continues to be challenging and there are no easy choices which is why we have developed our three corporate priorities, so that we remain financial viable in the long term.

1.4 What have we already done?

In 2015 we started a rigorous review of spending aimed at cutting waste and increasing efficiency. We've also been growing our income opportunities through prudent investment in property, housing and the economy and capitalising on Bath's heritage and tourism assets.

We have already saved £55m

Since 2013, we've saved £55m, primarily through restructuring and re-designing services, social care efficiencies, reducing our estate, and improving our technology and capital financing arrangements.

In delivering these savings we have sought to minimise the impacts on front line services, for instance, we have used alternative delivery methods. We continue to be regarded as a good authority by independent inspectors (Ofsted). We have also kept Council Tax as one of the lowest in the South West.

We are investing in our economy and infrastructure

Key strategic development projects such as Bath Quays and the regeneration of the Somer Valley will bring new offices and homes to the area, providing more opportunities and jobs for local people, whilst 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) will bring in £5.1m in 2019/20 that we can spend on frontline services.

'Invest to save' opportunities

Some projects require us to 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 sound financial sense.

- ➔ We've combined our Library and One Stop Shop in Keynsham and Midsomer Norton. Along with investment in our community libraries, this work will save £450k a year from 2020 and ensure that all of our libraries thrive.
- ➔ New leisure facilities in Bath and Keynsham are an investment in health that will help reduce care costs in the future. The new contract with our partner GLL will deliver significant income back to the Council to offset (some of) the costs

- ➔ New waste services are designed to encourage residents to reduce waste and recycle more. On average a lorry load of rubbish costs us £1,000 to dispose of but 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 around 400 jobs in the Somer Valley
- ➔ £1.1m a year Disabled Facilities Grants to support aids and adaptations for disabled people
- ➔ £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.
- ➔ Bath's Sydney Gardens. The UK's only surviving Georgian Pleasure Garden – will be restored thanks to a National Lottery £2.7m grant.

Secured Investment from WECA

Having championed the creation of WECA, the Council and residents will benefit from extra revenue into the local authority budget and 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:

- ➔ Annual revenue benefit of £2.5m per annum for the Business Rate Pilot.
- ➔ A share of £3.9m to help improve the skills of up to 3,000 adults
- ➔ £75k to progress the Safer Routes to Schools Scheme
- ➔ £400k towards improvements to the A39 / B3116 'Two Headed Man' junction
- ➔ £700k towards improvements to the A39/A368 'Bence's Garage' junction
- ➔ £40k towards improving cycle networks, including employer grants to encourage cycling to work
- ➔ Investment of £10m to support the University of Bath to establish a new Institute for Advanced Automotive Propulsion Systems
- ➔ Funds to develop the road improvements schemes at Freezing Hill Lane and Hicksgate
- ➔ £3.3m "love our High Street" initiative

We have become more self-sufficient

We are appropriately capitalising on Bath's heritage assets and tourist attractions, as well as raising significant income from our commercial estate and services. Finding opportunities to raise income from these activities will become increasingly important in the coming years. Some examples include:

- ➔ 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 in future years.

- ➔ 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*.

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

1.5 Pressing Government for Change

We have asked the Government to recognise the challenges we face and the solutions that might help, and have identified 20 key areas where a shift in approach or legislation could help us address pressures or mitigate additional future costs. We've included these as part of our response to the Government's Fairer Funding Review and have highlighted below four areas that we think are of particular concern to local people.

- ➔ **Council funding for student households** - Students are rightly exempt from paying Council Tax but Councils are no longer compensated by Government for this loss of income. As students in the city of Bath account for almost a quarter of all residents, such compensation would equate to over £3m in additional Council Tax income. In addition we receive no Business Rates on student accommodation, which is often run by highly profitable businesses.
- ➔ **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 example, a £1 nightly surcharge per room would bring in around £2.4m each year to be reinvested into the local area to help maintain over 5,000 listed assets and support the public realm, arts and culture.
- ➔ **Special Education Needs and Disabilities (SEND)** - We welcome the SEND reforms however we now face a significant increase in workload and support costs as a result and have asked 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 £2.4m per year due to this exemption, income that could be used to provide services.

1.6 We are still delivering and improving good services

Despite the challenges, everyone continues to **'get the job done'** and provide residents and visitors with a high level of service, for example:

- 19,800 miles of road salted and 5,000 potholes repaired annually
- 17 parks, 60 play areas and 55 open spaces maintained
- 20,000 tonnes of recycling collected (including 5,000 tonnes of food waste) annually
- 2,400 care packages and 1,800 Education, Health and Care Plans
- Launched 'FixmyStreet' app with 687 fixes in one month

- Recycled 60% of the rubbish we collected
- Opened three community libraries and granted planning permission for the Hope House Centre
- Two 'South West in Bloom' gold awards
- Street Cleansing Apprentice of the Year in APSE Innovation Awards
- Launched our new combined staff and Chair's Community Awards with local partners
- 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 heritage and tourist attractions
- Silver standard for our homelessness services

This is a very small sample of what we do for residents, workers and visitors every day.

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Section 2 - What we plan to do

£12m of additional savings will be delivered in 2019/20-2020/21

In addition to the £55 m already saved to 2018, we are delivering further savings of £12 m to 2021. This includes:

- Digital redesign of services (£2.4m)
- Heritage Services additional income (£1.0m)
- Savings from reviewing contracts (£2.0m)
- Further public transport efficiencies (£0.5m)
- Savings in office accommodation (£0.6m)
- Restructuring our Youth Connect Services (£0.3m) - £0.2m delivered in 2018/19
- Managing increasing demand for Adult Care through new commissioning arrangements (£2.4m)

Savings templates for 2019/20 can be found in Appendix 2.

Summary of what else we need to do...

1. We need to find new ways of working which (i) support service delivery whilst radically cutting cost i.e. moving more services on-line (ii) rationalize our use of offices and (iii) cut travel time and cost.
2. We will prioritise the services we deliver in order to make the necessary savings while protecting our most vulnerable.
3. We must find better ways to work with residents, partners, voluntary organisations and parishes to help manage demand into the future and find ways to preserve locally valued services even if not provided or funded by the Council.
4. We need to become self-sufficient through increased commercial approaches and by growing and investing in our local economy (more homes, offices and jobs).

The scope for finding and delivering further large savings from efficiencies is limited and will require a radical shift around how services are delivered.

2.1 Core Services Offer

Central to the success of the savings strategy and the Council's health and wellbeing ambitions for Bath and North East Somerset's residents is the delivery of the services under the new **Core Services Offer**, details of which are set out in **Appendix 1**.

In essence, a core services offer is ***the best service offer we can deliver based on the resources currently available to us***. Council activity will be funded according to priority outcomes, however we will continue to fulfil our statutory duties, offer support to those most in need, and assist with the economic development of the area.

Key Messages:

Corporate Priority	Our Core Offer	What we can do as a Community
<p>Protect and care for our most vulnerable</p> <p><i>Fact: B&NES provides support which enables 1,551 vulnerable adults to live independently in their own homes and also provides residential care for 1,000 people</i></p>	<p>We will prioritise support for people's health and care needs with a focus on helping people stay in their own homes.</p>	<p>We can all be good neighbours! Going online to access council services saves money to protect the front line - each face-to-face enquiry costs £9.00 whilst the same online costs 15p</p>
<p>Nurture residents' health, safety and wellbeing</p> <p><i>Fact: The Council receives over 1,100 service requests for Environmental Protection each year, ranging from noise complaints to filthy and verminous premises</i></p>	<p>We will work with the community and businesses to support health and safety, and provide public health functions and advice.</p>	<p>We can take responsibility for promoting our own good health and also consider how we can contribute at local level, whether recycling or being involved in litter picking</p>
<p>Provide ways for everyone in the community to reach their full potential</p> <p><i>Fact: Last year, 8 of the 9 interns in our Project Search programme went on to employment</i></p>	<p>We will promote a strong local economy, affordable homes and local transport. We will focus our support on young people to develop their skills.</p>	<p>There are a whole range of ways we can get involved in our communities – this could range from helping out at a community library to helping a child with their reading, or paid fostering</p>

As part of the Core Services Offer, we are introducing the **Bath & North East Somerset Deal** (the 'B&NES Deal'). It is based on the very successful approach adopted by other Councils and is an informal agreement between the Council and everyone who lives or works in the area to work together to create a better place to live work and visit.

2.2 Our Commitment to achieve the Core Offer

For the B&NES Deal, we need to be clear about:

- ➔ What we can realistically deliver within foreseeable resources
- ➔ How we listen to and work with communities
- ➔ What you will see us start to do less of - letting you know in advance about changes, and trying to work things through with you
- ➔ How the council would like communities to work with us as we look for new ways of delivering our priorities

Above all, we need to encourage listening and engagement, find ways to work together, and focus on our priorities using mechanisms like our new Parish Charter. This was developed jointly between our Parish Councils and B&NES, and encourages listening and working together.

2.2 Additional Areas of Focus

The time horizon for the MTFS is five years and the key strands for savings are:-

- ➔ **Maintaining commercial income** to increase discretionary charges only where appropriate, and ensure statutory charges are based on full cost recovery.
- ➔ **Shared services** where appropriate / right sizing:
 - Review shared service opportunities with the CCG, WECA, and other local authorities
 - Assess future staffing and management requirements through new ways of working / digital / office estates to deliver the core services offer.
- ➔ **Managing Demand**, for instance, signposting and investing in self-help and early intervention to reduce demand on specialist roles. This includes through more integration with the CCG, reducing unnecessary referrals and ensuring that other statutory services play their full part in supporting vulnerable children and adults and building on our conversations with voluntary sector and local communities.
- ➔ **Reviewing Contract Spend** of all contracts for services to reduce costs.
- ➔ **Reviewing Capital Programme** to ease staffing capacity issues and financial pressures, ensure schemes still meet key priorities and reduce financial and delivery risks.
- ➔ **Achieving greater self-sufficiency** - we have asked Government for powers to raise more local funding such as through the tourism levy and incorporated this as part of our response to the Fairer Funding Review.
- ➔ **Being an enabler:** we will support the community to act locally. For example, the recent launch event of Compassionate Communities talked about how we can make the most of existing supportive family/friend/neighbour networks and to help people to build new ones.

The above strands of work will stretch over a number of years.

Section 3 - New Ways of Working

We recognise our core services offer will only be successful if we:

- a) **Change** how we currently do things;
- b) **Support** our service delivery partners in contributing to the overall wellbeing of the area; and
- c) **Work together** with residents on developing a sustainable offering for the future.

As part of our new approach, we have agreed a new **Organisational Vision** and a set of **values and behaviours** to help us stay focused on what matters and deliver our corporate priorities:

Our organisational vision...

We are outcomes driven, working to provide the right services and solutions for our communities.

Our culture is open, owns decisions and is resilient. We trust each other to act in the best interest of residents, customers and colleagues.

We will...

- ➔ **Learn** from everything we do. We apply our learning to continually make improvements.
- ➔ **Use evidence** to make informed decisions to find cost effective solutions and reduce demand.
- ➔ **Embrace** diversity and value everyone's contribution.
- ➔ **Be resourceful** and efficient by reviewing our processes, removing duplication and making digital preferences.



As part of their Directors' Plans, services have identified a number of new and improved ways that we can work together. The table below provides an example of these for each service area to show what this means for frontline services as they support the core services offer:

Directorate	Examples of New Ways of Working
Children & Young People	In line with the Children and Young People Plan 2018-2021, we will have a greater focus on: intervening early; on ensuring a 'Think Family' approach; and on providing support for families where adults are experiencing complex difficulties associated with poor mental health, drug and alcohol problems, and domestic abuse.
Development	Increase apprenticeships, graduate interns, graduate trainees etc.: ➔ Investigate the possibility of creating graduate trainees or interns in Planning, Environmental Health etc. ➔ Explore opportunities for apprenticeships to support succession planning for Pest Control, Planning and Environmental Health and other teams

Directorate	Examples of New Ways of Working
	➔ Use Local Authority Building Control approved apprenticeship training courses for Assistant Building Control Surveyor to be able to use the apprenticeship levy for training
Economy & Growth	We are increasingly working with Bath Spa University, the University of Bath and Bath College to make more of the teaching and research excellence and talent within those institutions to support the area's economic development, particularly linking to business. This includes the potential to develop and deliver a shared space in the Enterprise Zone and a Talent Institute, with a focus on health and well-being.
Education Transformation	Linking Early Years Leads in Multi Academy Trusts with the local authority to close the attainment and achievement gap for our most deprived children and raise standards.
Environment	We will continue to develop our local community and volunteer networks to support the added value and discretionary elements of our environmental services. We will continue to work with our public and private sector partners to identify innovative delivery models and work in more formal partnerships when we can demonstrate better outcomes and value for money for our communities.
Finance	We will continue to align to the new needs of the Council, improve financial reporting and complete the simplification of our processes and systems. We will be assisting with the enabling of all payments through the website as well as finalising our projects for centralisation of debt management and procurement.
Integrated Commissioning	The new domiciliary care service model will expect a "re-abling" approach from care workers, rather than a "do-for" approach. This will be developed as part of the new model during 2019-20.
Legal & Democratic	Look to develop a "shared service" model with at least one other local authority to deliver efficiency savings and build service resilience.
Partnership & Corporate Services	A joined up multi-disciplinary team has been set up to facilitate a new agile and customer focused way of working across the organisation including digital transformation.
Public Health	In order to manage essential work with current staffing levels, particularly involving commissioning, it is likely that some of the work of leading broader strategic partnerships (e.g. physical activity and food) and contributing health input to some of the wider determinants of health (such as spatial planning, transport and housing) will diminish.
Safeguarding & Quality Assurance	Changing the culture by implementing the 'three conversations' and iThrive model*.

* The iThrive model is based on tierless provision around key stages of staying well (which includes self management), getting help and Crisis, with the intention of recognising that people will need to move around those levels and be supported appropriately at all stages. This builds on the model already in place across children and adolescent mental health in B&NES, thus providing an integrated all age model.

We have also committed to review all of the Councils access channels to deliver “digital by default” and to review our response time to our general enquires and complaints.

Section 4 - Delivery of the Plan

4.1 Corporate Risk Management

Delivering against the Council’s 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, improved service delivery and the avoidance of unnecessary costs or reputational damage.

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 to 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

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.

4.2 Performance Management

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

The vital signs and contextual information are reviewed with Directors’ Group on a quarterly basis, with a written briefing taken to Cabinet. In 2019/20, this information will be published online.

5. Conclusions

The Council has a very good track record on making savings as our contribution to managing wide public spending. We have made some difficult decisions and continue to face further challenges. However, we have a robust approach which combines maximising efficiency, becoming more commercial, asking Government for greater freedom to innovate and working more closely with our communities and parishes. This plan sets out how we will deliver further savings whilst continuing to protect front line services into the future.