

## MEDIUM TERM SERVICE & RESOURCE PLAN CUSTOMER SERVICES

### PORTFOLIO – PLANNING, TRANSPORT, ENVIRONMENTAL SERVICES, TOURISM LEISURE & CULTURE

**2010-11 until 2012-13**

#### Introduction

This plan sets out the key influences on Customer Services together with the intended responses.

A separate plan summarises the main financial assumptions and parameters (Annex 1 to the O&S Panel report).

Both of these plans take into account:

- The new Sustainable Community Strategy
  - the strategy and targets for the local partners on the local strategic partnership - public sector, business, voluntary and community - and covers the period up to the year 2026
- The Local Area Agreement 2008 and the specific targets relating to support services
  - This is the delivery plan for the Sustainable Community Strategy but will need to be updated to reflect the new strategy – a refresh takes place annually
- The Corporate Plan
  - This interprets the Sustainable Community Strategy from a Council perspective and articulates the Council's priorities
- The Council's change programme
  - The plan to transform the Council, where appropriate in partnership with the PCT and otherwise, so that it can meet the challenges arising from:
    - joining up public services - so that strategic planning, community engagement and customer interaction is simpler and even more effective
    - designing services around the needs of individual customers - to remove waste, provide choice and improve customer satisfaction
    - meeting the stringent financial challenges - that are facing local government as the squeeze on public expenditure starts to bite.
- Demands placed on the services including demographic changes and consultation feedback
- Levels of performance compared with priorities
  - The Council will have received its Comprehensive Area Assessment in October – this will cover its own services and also those of other public sector partners
  - An overall assessment of the Council will have been received in October along with a Use of Resources assessment and a managing performance assessment – these are all carried out independently by the Audit

Commission and incorporate the work of the other inspectorates that assess Council services

- Benchmarking against other local authorities (Appendix 3)
  - This work is carried out locally to assess comparative performance. This is being supplemented in the current year by a special base lining exercise to help inform the change programme – a transformation diagnostic
- New legislation and other new requirements placed on services
  - The recession is placing particular demands on the Council and this has to be taken into account as the Council strives to work with and support local business and communities.

This plan looks at the services listed in the next section over the next 3 years but also takes into account trends, needs and aspirations that will stretch beyond that period.

The financial context for this medium term plan is challenging. Overall the Council has to make service cuts equivalent to at least 5% of gross spend per annum. This figure assumes a 2.5% increase in Council Tax and nil increase in Government grant from 2011 onwards. The actual Council Tax increase will be recommended by Cabinet on 3<sup>rd</sup> February and considered by Council on 16th February. There is a risk of reduced external funding for capital in future years, a 50% reduction is likely, and other adverse revenue and capital financial impacts are possible following the next national elections in 2011 and when the next national Comprehensive Spending Review takes place.

The Government expects Councils to achieve 4% annual cashable efficiency savings and takes this target into account in setting its grant support for the Council. The Council's income (excluding DSG) comes from government formula grant (17%) Council Tax (32%) fees, charges and specific service grants (51%)

The Council is working in partnership with public bodies, business and community organisations through the Local Strategic Partnership. The high level strategy for the area and for all the organisations in this partnership is the Sustainable Community Strategy which has just been refreshed.

The Sustainable Community Strategy identifies 6 key issues which we need to address as a community over the next 20 years. They are

- The causes and effects of **climate change**
- The impacts of **demographic change**
- The need for **growth**
- **Inequalities** in our communities
- A focus on **'thinking local'**
- The impact of recession on our **economy**

Customer services has a key role in each of the issues and these challenges are being addressed through activity under 6 key themes

The Council's priorities flow from the Sustainable Community Strategy and are set out in its Corporate Plan:

- Improving transport and the public realm
- Building communities where people feel safe and secure
- Addressing the causes and effects of climate change

- Improving the availability of affordable housing
- Promoting the independence of older people
- Improving the life chances of disadvantaged children and young people
- Improving school buildings
- Sustainable growth

The remainder of this plan is divided into the following parts:

- Background
- Financial Targets
- Drivers for change
- Options & next steps

## 2. Background

### **Staff Resources Finances**

The services incorporated in this plan are listed below together with related staff numbers and previous year budgets. This is the starting point for the 3 year plan. Changes start with this as the base:

Service	FTE Staff	Gross Income £000's	Gross Expend £000s	Net Revenue Budget £000's	Capital Programme £000's
<b>Environmental Services</b>					
Highways Maintenance	41.0	(234)	6424	6189	12,926
Passenger Transport & Fleet Mgt	73.6	96912)	6858	(54)	956
Customer Services Overheads	2.0	0	674	674	
Car Parking	66.5	(10017)	3761	(6257)	340
Waste Services	125.7	(2069)	12306	10237	4,385
Public Protection	42.5	(828)	1854	1026	
Neighbourhood Services	192.8	(3498)	8801	5303	2,705
	<b>544.1</b>	<b>(23559)</b>	<b>40677</b>	<b>17119</b>	<b>23,312</b>
<b>Planning &amp; Transport</b>					
Transport Design & Project	47.0	(1668)	2703	1034	7,451
Transportation Planning inc Bus Support	51.0	(1362)	7424	6061	
Park & Ride	0.0	(2255)	1379	(876)	62,028
Planning	77.3	(1064)	4352	3288	
Building Control/ Land Charges	20.1	(1218)	1170	(49)	
	<b>195.4</b>	<b>(7568)</b>	<b>17026</b>	<b>9458</b>	<b>69,479</b>
<b>Tourism Leisure &amp; Culture</b>					
Libraries & Information	57.6	(252)	2752	2500	
Arts	5.5	(151)	797	646	
Tourism & Destination Mgt	7.6	(580)	1730	1150	256
Heritage Services	112.31	(11894)	8696	(3198)	3,452
Leisure – Sports & Active Leisure	17.9	(477)	1404	926	
	<b>200.91</b>	<b>(13354)</b>	<b>15379</b>	<b>2025</b>	<b>3,708</b>
<b>TOTAL</b>	<b>940</b>	<b>44481</b>	<b>73083</b>	<b>28602</b>	<b>94,499</b>

Note:

(1) The revenue and capital budgets stated are for 2009/10, prior to any changes arising from this plan.

(2) The gross figures are before income including government grants.

(3) The capital programme value is the total for the 4 years starting in, and including, 2009-10.

(4) All the figures in this table include recharges from other support services

The existing capital programme and potential new schemes are set out at Appendix 1

## **Drivers for change**

The main drivers for change for Customer Services are:

### ***Sustainable Community Strategy & Corporate Plan***

The Sustainable Community Strategy affects this department through the Council's Corporate Plan.

Relevant extracts from the Sustainable Community Strategy, Corporate Plan and Local Area Agreement (LAA) are set out in Appendix 2.

The main points directly affecting Customer Services arising from these plans are summarised below under the Council's Corporate Plan headings:

- Improving transport & the public realm – *delivery of the Bath Transport Package, business case submission for Transport Innovation Funds, implementing the CIVITAS programme, and a number of other local transport improvements, implementation of the public realm strategy, improving street cleanliness and reducing litter / graffiti*
- Sustainable growth – *implementing the LDF to deliver housing and infrastructure growth; responding appropriately to the Government's Regional Spatial Strategy targets for housing and jobs growth; adopting a core strategy which achieves Council growth objectives and allocates suitable sites for sustainable communities; developing city centre improvements; implementing a licensing and inspection regime that supports compliant businesses; "host authority" for the West of England partnership office delivering the sub-regional growth agenda*
- Affordable housing – *develop Planning policies that lever in housing contributions and provide required proportions of affordable homes; manage the housing growth agenda by allocating suitable sites*
- Building communities where people feel safe and secure – *delivery of local improvement schemes and the outcomes from the 50+ PACT meetings held each year; close neighbourhood working with Police and other agencies; reducing antisocial behaviour through neighbourhood initiatives; enforcing litter and other penalties*
- Addressing the causes and affects of climate change – *implementation of B&NES and Regional Waste strategies to achieve landfill targets; reducing landfill waste, increasing recycling rates and introducing technologies to assist this; encouraging cycling; improving air quality by reducing city congestion, seeking sustainable street lighting solutions*
- Older people – *implementing schemes and strategies which help the over 50s maintain healthy and independent lives; funding concessionary travel beyond government guidance; promoting healthy lifestyles through active leisure initiatives with partner agencies (Aquaterra and PCT); promoting parks and open spaces*

Improvements in performance are generally sought to achieve the government's 4% efficiency target. All services will work towards achieving this target. Other improvements in performance relate to the remaining drivers for change listed below including improvement plans from recent inspections.

The drive for improvements is increasingly shifting towards efficiencies and savings rather than service improvements. Nevertheless the Council continually strives to improve customer satisfaction and lean reviews can be a way to achieve this at the same time as realising savings.

In the first year of this 3 year plan the squeeze hold drive approach for this block of services has been temporarily put on hold. This is because the change programme will be used to reconfigure the services affected by this plan. The squeeze hold drive approach has already shaped these services in line with priorities but a more radical approach is now required.

## **Change Programme**

The reasons for the change programme have already been referred to:

- joining up public services
- designing services around the needs of individual customers
- meeting the stringent financial challenges that are facing local government

The main elements of the programme are:

- developing the planning, intelligence, commissioning and community engagement activities. The idea is also to free up service delivery so that the most effective pattern of delivery can be achieved for each service
- **redesigning services** to help focus on priorities so that scarce resources are used effectively
- **remodelling customer handling processes** – developing the role of Council Connect further, designing services around the needs of customers and life events, using automated 24/7 services wherever possible, improving the one stop shops and involving other partners, providing choice and reducing any waste in the system by getting it right first time
- **redesigning workplaces** – improving office accommodation to modern carbon efficient standards, introducing flexible working and reducing office footprint by 30% over the next 3 years

To support these activities and to kick start the programme:

- A **transformation diagnostic** is being run for all Council activity – this will help base line the existing levels of service and develop a blue print for change to support the principles of the change programme and based on business cases – phase 1 of this work is due to be complete by January 2010 but the business cases will need to be implemented beginning in 2010/11
- A pilot for **flexible working** has just been completed in Children's Services - this will be extended to Customer Services in 2010 and 2011 so that the Council can reduce its space requirements as leases expire in Bath

- A programme of **lean reviews** is underway – *these impact on front line services initially, including Highways where efficiencies have been identified which should help reduce waste*
- A programme to deliver the Council's **traffic asset management plan** will be developed - the programme will be put into place in early 2010 – *lead Highways*
- **Workforce Development** will be designed to support the needs of the services as they go through this change programme
- **Communications** to staff and the public will also be a key activity to ensure that there is a clear understanding and recognition of the need for change, what is planned and what is happening

### 3 Finances

The financial target for Customer Services reflects the corporate targets. In cash terms the targets are:

- 2010 -11        £28.728m
- 2011 -12        £29.232m
- 2012 –13        £29.008m

In real terms the targets equate to a reduction of about 6% of gross spend in 2010-2011 inclusive of:

- the need to absorb inflation on pay and non pay budgets
- the financial cost of this is £0.846 million or 1.3% of the gross budget
- the need to absorb pensions costs increases
- the financial cost of this is £0.402 million or 0.6% of the gross budget
- the costs of maintenance needing to be covered including debt charges
- the financial gap is still being researched but the provisional figure is £0.543 million or 0.7% of gross budget

### **Carbon Reduction**

The Council has engaged the Carbon Trust to help it develop and deliver a carbon reduction programme. The Council is aiming for a 30% reduction over 5 years. A programme is now in place and this consists of a series of invest to save projects that range from driver training and other activities to affect behaviour through to investment in better plant, insulation and ensuring the workplaces project will deliver excellent environmental standards.

The LSP will be targeting further action across the partnership. Some of the headlines are:

- Plans are in place to manage the unavoidable impact of climate change and peak oil, and make sure our homes, business, public services and the natural environment are safeguarded
- Customer Services will be contributing to significant cuts in the carbon emissions of the Council (at least in line with national targets - 34% by 2020, 80% by 2050), by reviewing working practices *e.g renewing vehicle fleet and driver training to promote fuel efficiency*
- We will provide the leadership to help our communities to help people reduce carbon emissions across the area by 45% by 2026 *e.g development of a Core Strategy promoting development of a sustainable community, improving transport*

*infrastructures to encourage modal shift to public transport and prioritising increasing levels of recycling to reduce emissions from landfill*

- We will develop a Sustainable Energy Strategy for the area to enable the development of clean, local, sustainable energy sources and systems

## **Equalities**

The focus has been on:

- Developing and implementing an improvement programme for the Council as a whole to help ensure its services and practices fully take into account equalities issues and ensure equal access to services
- Carrying out a mapping exercise of local communities to assist with the planning of services against needs
- Updating policies including employment policies and support arrangements for all staff
- Carrying out equalities impact assessments of projects, practices, policies and services in agreed priority areas

The reassessment of the Council to see if it has gained the 'achieving' level for the new equalities framework will take place this autumn. An action plan will be developed following that assessment.

In each service action plan services will identify the key actions from their Equality Impact Assessments.

## **Business as Usual**

This plan will not address business as usual issues in any detail. The annual Service Action plans to be produced by each division in January will provide more detail. However some points are worth highlighting:

- The combined parking account is subject to volatility from:
  - changes in parking behaviour as the public is offered cheaper alternatives such as concessionary Public Transport, more Park & Ride capacity and an improving Public Transport offer
  - the impact of recession and its effect on volumes
  - increased competition with the opening of the Southgate development and 800 new parking spaces in prime central location
  - removal of capacity as Avon St and Manvers Street car parks are redeveloped

It is highly unlikely that the Council can continue to rely on £9m+ income every year. A three year strategy is being developed in consultation with local communities, business to help achieve the Council's aim of reducing congestion and developing a public transport infrastructure which supports sustainable economic growth.

- Land charge income has fallen significantly following the development of an increasingly competitive HIPS market and a depressed housing market does not help this. Resources have been reduced in line with decreasing volumes but further opportunities for cost savings are minimal

- Concessionary bus fares remain significantly under funded by Government (£1.3m shortfall p.a.) and this trend has increased as more tourists to B&NES benefit from the national scheme
- Significant steps were taken last year to devolve responsibility and accountability for budgetary control to line managers actually making the operational decisions that drive costs. The finance team has made good progress in improving monitoring and re-aligning budgets to help managers to take ownership of their budgets. This philosophy will continue to be developed further in 2010 and budgets rebased to reflect post recession reality
- The Council's adopted waste strategy plans to introduce a food waste recycling service and had identified implementation for October 2011 with £587K growth identified in our budget plans. An application has been made to DEFRA for Waste Resource Action Plan (WRAP) grant to enable the implementation of food waste collections to be brought forward by 12 months to Oct 2010. A strategic review of options is also being carried out to ensure value for money in delivering food waste and other collections (regardless of when implemented) which will be reflected in our revised waste strategy due for adoption in June/July 2010
- Midland Road relocation will be subject to further discussion as the Council continues to review alternatives to improve public access to recycling. The intention is to contain the capital expenditure to a minimum but also to be ready for any developer's approaches, whether relocation takes place in 2015, later or not at all
- The definition of business as usual in local government is now at least 4% annual efficiency savings and more targeted activity to link services to priorities and needs. Organisation structures need to be reshaped to reflect current levels of activity and streamline management structures. Appropriate consultation processes will be undertaken with Unions and employees before implementing any measures
- The cleansing task and finish group has helped to identify potential efficiency savings in street cleansing. New equipment has been ordered and several recommendations that should deliver step changes in efficiency are being implemented
- A highways asset management plan is being developed to ensure that maintenance expenditure is resourced at a level that protects the long term future of the highways network
- Heritage Services are on target to achieve a net profit in the current year of £3.34 Million, an increase of £138k above the current year target. The improvement is due to a significant rise in the number visitors to the Roman Baths, with overall numbers at their highest level since 2000. The current business strategy continues to achieve levels of income and profit that are in the top 25% of all major visitor attractions in the country. The investment programme that is now almost completed is designed to maintain and further improve this position and to contribute further increases in profit to support the Council's finances
- Investment has been made in parking enforcement to increase manpower and improve traffic flow within the City by reducing illegal parking. The effectiveness of this measure will be reviewed in 2010 together with the replacement digital camera by NPP Technology

## Workforce Planning

The services included in this medium term plan have some common workforce planning issues but how these are met will vary, as set out below.

The common issues are:

- Need for staff reductions over a 3 year period of between 10% and 15% - this is in line with the required financial savings.
- Need for strategic commissioning roles to be developed in the core of the environmental services, planning & transport and TLC functions
- Need for a reshaping of the workforce to reflect the demands of the change programme and the findings of the PWC diagnostic:
  - Targets for savings and staff reductions as set out above
  - Efficiencies and staff reductions through:
    - some centralisation of support customer contact functions, although this centralisation may be more virtual with common ways of working across departments rather than simply migrating staff into Council Connect
    - removal of duplication partly achieved through co-location but also new ways of working and more innovative use of systems
    - design of services around the needs of customers and some choice provided
  - New ways of working linked to the workplaces project bringing about new accommodation with shared workstations and new technology with improved access to systems

Staff will benefit from bespoke training and development associated with their changing roles. Staff will also be helped to achieve greater skills to equip them to compete for internal and external roles in anticipation of staff reductions within the department.

Middle managers will benefit from the development programme being designed for them based on the needs arising from the change programme, not least strong and effective leadership during a period of change and staff reductions. Coaching will also be provided.

Change coaches will continue to facilitate change in each Division.

Divisional Directors will benefit from leadership development and one to one coaching.

Some of the new skills requirements are associated with:

- Business planning and financial awareness
- Lean as a means of reducing waste in systems and helping improve customer experience whilst increasingly focusing on high priority needs
- Systems training where new IT is implemented such as agresso finance systems upgrade, e procurement, changes to customer relationship management, and outcomes of lean reviews
- Commissioning skills esp. for staff in core roles associated with all the services including strategic roles, assessment of need, consultation, intelligence and research, procurement, community engagement and partnership working.

The reduction in the size of the department will also require Divisional Directors to look closely at other delivery models for their services and to further develop the relevant HR skills to manage redundancies, redeployment and transfers of staff.

The strong position of the Department's financial management should enable a planned and phased approach to be adopted.

Each service will review its staff profiles to facilitate the above changes. Early retirements may facilitate some of the changes subject to affordability. Flexible retirements and other flexible employment options will be considered. Some redundancies will probably be necessary but early planning will be used to keep these to a minimum. Staff structures will be reviewed to ensure the core/commissioning roles in the Department are well resourced and clearly defined.

To achieve the necessary changes there will need to be the right programme management in place. The first moves to facilitate change will therefore be:

- Appointing change programme managers and setting up project teams for each strand of change activity in the department and to ensure these strands link to the overall corporate change programme – in many cases they will help drive that programme.
- Use consultancy support only where skills or experience is missing and external support is needed to bring about rapid and effective change – the lean review in Waste is an example of this approach. The PWC diagnostic was another example. In both cases the approach has been to develop skills of Council staff.
- Restrict recruitment when posts become vacant (a managed recruitment freeze with each post being carefully reviewed before being filled or deleted, and where filled increasingly this will be on a temporary basis with appropriate use of redeployment). Consideration will also be given to and develop their core roles.
- Assess the needs of each Division for support from the corporate resources being made available for manager development and workforce planning.
- Designing in more detail the workforce requirements of each Division over the next 3 years to reflect the principles set out here. Some management re-organisations will be required and in Finance there will be some reorganisation in the first year of this plan.

The commitment to equalities will remain as these changes are progressed with the Department continuing to build on recent improvements in its approach to equalities. Major changes will be properly impact assessed. Worker groups will be properly involved.

### **Options Years 1-3**

The savings targets for the Directorate have been allocated to each of the divisions for next year. These targets will be focussed on delivering efficiencies and streamlining management processes to protect the delivery of frontline services. The change programme will result in a more dramatic redistribution of resources in years 2 and 3 of this plan as priorities are revisited and innovative ways of working are explored. The targets for later years are therefore provisional. It is worth repeating that the transformation diagnostic is about protecting front line services and helping develop a blue print for change to support that aspiration. The options review for support services will follow the same approach.

It may be possible to replace any of the proposed savings with alternatives but opportunities for savings are becoming very difficult to identify without fundamental redesign, which is the purpose of the change programme. Any such alternatives must deliver at least the same benefit as the savings that have been identified.

	2010/11	2011/12	2012/13
<b>Required Growth</b>	£ '000	£ '000	£ '000
Environmental Services	2950	2728	1751
Planning & Transport	1143	639	314
Tourism Leisure & Culture	223	309	119
<b>Customer Services Total</b>	<b>4316</b>	<b>3677</b>	<b>2185</b>
<b>Savings Required to meet Budget</b>			
Environmental Services	(2578)	(1543)	(1201)
Planning & Transport	(1263)	(1046)	(753)
Tourism Leisure & Culture	(349)	(584)	(454)
<b>Customer Services Total</b>	<b>(4190)</b>	<b>(3173)</b>	<b>(2409)</b>

The means of achieving savings targets include:

- Absorbing non pay inflation and pensions costs pressures (pay inflation is ring fenced corporately and if the pay increase is below the budgeted amount there will be a corporate saving)
- Seeking efficiencies through services that are already out to contract such as waste recycling and highways maintenance
- Lean Reviews such as in Highways
- Completion of the reorganisation of Customer Services
- Controls over new recruitment to reduce headcount

All of these measures together should enable Customer Services to achieve budget targets over the period, but this will inevitably result in some reduction in posts. This process will involve early consultation with staff and unions.

### Options Years 4 to 10

The longer-term solutions are more speculative and will in part be driven by the wider agenda for local government, city regions, and other demand pressures with an ageing population, increasing congestion but also the opportunities arising from an expanding population.

A start will be made on all of these longer term issues in years 1 to 3. They will include the following initiatives:

- People skills will need to adapt to the increasing level of partnership working and commissioning of services jointly with partners
- The requirements of 'more for less' will mean that lean reviews will need to be effective as a means of enabling staff to get the job done by working smarter rather than continuously working harder
- Our performance will increasingly be judged by real outcomes in the community and how we collaborate with partners to achieve – this will be part of the Comprehensive Area Assessment being run by the Audit Commission starting in 2009-10
- All staff will be working flexibly.
- ICT will need to enable more flexible working with built in performance management
- Documents will need to be electronic
- We will have resolved the tension between:
  - Customer excellence demanding local provision within Bath & North East Somerset, and
  - Economies of scale calling for more joint working across a wider area such as the West of England and possibly to link in with the role of city regions

The expectation is that public expenditure will be constrained for the next decade as public finances recover from this recession. This will mean the change programme must deliver substantial efficiency savings otherwise more services will have to be cut.

### **Next steps**

This plan will be considered by Enterprise & Economic Development Overview and Scrutiny Panel (EED O&S) in November 2009.

The Portfolio holders for Customer Services and Tourism, Leisure & Culture will review it after that so that any changes can be incorporated prior to January (EED O&S) when service action plans will be considered.

The various plans will be brought together for consideration by (EED O&S) in February and then Cabinet which will make budget recommendations to the February meeting of Council.

The summary of financial parameters and assumptions will also be reported to (EED O&S) in November and kept under review and incorporated into the February budget reports.

## CAPITAL PROGRAMME

<b>Capital Programme Environmental Services</b>	<b>9/10 £'000</b>	<b>10/11 £'000</b>	<b>11/12 £'000</b>	<b>12/13 £'000</b>
Highways Maintenance Programme (LTP Guideline)	3,105	3,467	3,300	3,300
Enhancement to Maintenance Programme		1,000	1,000	1,000
S31 Specific Grant Maintenance (inc A4 resurfacing)	618	436		
Passenger Transport Fleet Replacement		956		
Midland Road RC & Depot - Refurbishment		354		
Midland Road Depot - Alternatives (design & land)		310		
Pixash Lane RC - Refurbishment		469		
Various Waste Recycling Initiatives	312	156		
Waste Vehicles Replacements	914	1,870		
Parking CCTV Cameras	340			
Neighbourhood Vehicle Replacements	984	486	100	111
Play Equipment replacements	207	150	150	150
New Allotment provision	26	208		
Haycombe Cemetery Expansion	212			
Royal Victoria Park Interpretation Centre	182			
<b>Total</b>	<b>6,900</b>	<b>9,862</b>	<b>4,550</b>	<b>4,561</b>
<b>Funded by :</b>				
<b>Grants</b>	<b>1204</b>	<b>592</b>	<b>0</b>	<b>0</b>
<i>S31 specific Highway Grants</i>	<i>618</i>	<i>436</i>		
<i>LTP Grant</i>	<i>110</i>			
<i>DEFRA - Waste efficiency grant</i>	<i>312</i>	<i>156</i>		
<i>HLF Grant</i>	<i>164</i>			
Corporate Borrowing (inc LTP BCA)	2,365	2,427	2,310	2,310
Revenue Contributions	0	50	0	0
Service borrowing	3331	6793	2240	2251
<b>Total</b>	<b>6,900</b>	<b>9,862</b>	<b>4,550</b>	<b>4,561</b>

APPENDIX 1  
(cont)

<b>Capital Programme Planning and Transport</b>	<b>9/10 £'000</b>	<b>10/11 £'000</b>	<b>11/12 £'000</b>	<b>12/13 £'000</b>
<b>Gross Expenditure</b>				
-				
Transport Improvements	2,770	1,839	2,068	2,146
GBBN Construction	1,858	1491	66	
Bath Package	7,360	28,801	21,872	3,995
CIVITAS Demonstrators (Transport only)	399	558	217	49
Green Bus		100		
Corporate GIS		80	80	80
<b>Total</b>	<b>12,387</b>	<b>32,869</b>	<b>24,303</b>	<b>6,270</b>
<b>Funded by :</b>				
<b>Grants</b>	<b>3109</b>	<b>2497</b>	<b>2285</b>	<b>2195</b>
Safety Partnership Grant	56	54	55	55
Integrated Transport Grant	2,747	2,050	2,100	2,100
Green Bus		100		
EU CIVITAS	306	293	130	40
<b>Major Bid DfT Grants</b>	<b>1,639</b>	<b>32,631</b>	<b>21,872</b>	<b>0</b>
Bath Package Scheme		31,140	21,806	
GBBN	1,639	1,491	66	
Contributions from 3rd party / S106	279	0	0	0
Capital Receipts	0	4435	0	0
Service borrowing	7,360	-6,694	146	4,075
<b>Total</b>	<b>12,387</b>	<b>32,869</b>	<b>24,303</b>	<b>6,270</b>

<b>Capital Programme Tourism, Leisure and Culture</b>	<b>9/10 £'000</b>	<b>10/11 £'000</b>	<b>11/12 £'000</b>	<b>12/13 £'000</b>
<b>Expenditure</b>				
Roman Baths Development Programme	1,949	301		
Off site catering development		1,002		
Grant to Holbourne Museum	200			
Bath Spring Water Strategy	82	82	82	
Centre of Bath toilet facilities grant	10			
<b>Total</b>	<b>2,241</b>	<b>1,385</b>	<b>82</b>	<b>0</b>
<b>Funding</b>				
Corporate Borrowing	210	0	0	
Service borrowing	2,031	1,385	82	
<b>Total</b>	<b>2,241</b>	<b>1,385</b>	<b>82</b>	<b>0</b>

## Directly relevant Corporate Plan and Local Area Agreement targets

Corporate Plan	Target	Comments
Improving Transport and the Public Realm	<p><b>NI 167 Congestion – average journey time per mile during morning peak</b></p> <p><b>NI 168 Principal roads where maintenance should be considered</b></p> <p><b>NI 169 Non- principal roads where maintenance should be considered</b></p> <p><b>NI 175 Access to services and facilities by public transport, walking and cycling</b></p> <p><b>NI 176 Working age people with access to employment by public transport ( and other specified modes)</b></p> <p><b>NI 177 Local bus passenger journeys originating in the authority area</b></p> <p><b>NI 195 Improved street and environment cleanliness( levels of graffiti, litter ,detritus and fly posting)</b></p>	
Addressing the causes and effects of Climate Change	<p><b>NI 185 CO2 reduction from LA operations</b></p> <p><b>NI 186 Per capita CO2 emissions in the LA area</b></p> <p><b>NI 191 Residual household waste per head</b></p> <p><b>NI 192 Household waste recycled and composted</b></p> <p><b>NI 193 Municipal waste land filled</b></p> <p><b>NI 194 Level of air quality – reduction in NO and primary PM10 emissions through local authority's estate and operations</b></p>	
Improving the availability of affordable housing		No Corporate Plan indicators for this improvement prior for Customer Services
<b>LAA</b>	<b>Indicator ( 08/09 and 09/10 targets where available)</b>	
Environmental Sustainability / Climate Change	NI 167 Congestion – average journey time per mile during the morning peak (+8%)	
	<p>NI 175 Access to services and facilities by public transport, walking and cycling for all households (58.2%)</p> <p>To be measured by: Access to Major Employment sites. Journey time by Public Transport 40 mins</p>	
	NI 177 Local bus and light rail passenger journeys originating in the authority area (56,057)	
	NI 185 CO <sub>2</sub> reduction from Local Authority operations	
	NI 187 Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating	
	NI 191 Residual household waste per household (08/09- 596kg per head, 09/10- 530kg per head )	
	Number of passenger trips on community transport services (08/09 - 84,000, 09/10 – 94,000)	
	Number of journeys on local bus services (08/09 - 11,232,000, 09/10 – 11,610,988)	
	B&NES congestion – average journey time per mile during the morning peak	
	Heritage Services: net profit per Council Tax payer of	

	£42 in 2008/09; £44 forecast for 09/10	
	Library Services: users totalling 627,000 in 08/09; target of 634,000 for 09/10	
	Active Leisure: proportion of gross expenditure financed by external funding in 2008/09: 65%; target in 2009/10: 70%	

**BENCHMARKING ANALYSIS**

Details to follow

## APPENDIX 4

### EQUALITIES IMPACT ASSESSMENTS

The following impact assessments have been completed. Each of these can be found on the Council's web site at the following location ...

<a href="#">Anti Fraud &amp; Whislting Blowing (77kb)</a>
<a href="#">Communications PQ Team Finance (75kb)</a>
<a href="#">Business Continuity Plan (67kb)</a>
<a href="#">Bath City Liaison Forum (67kb)</a>
<a href="#">Contract Tender Process (65kb)</a>
<a href="#">Council Tax Booklet Finance (76kb)</a>
<a href="#">Email and Internet Policy (67kb)</a>
<a href="#">Engagement of Consultants (79kb)</a>
<a href="#">Equalities Training PQ Finance Team (69kb)</a>
<a href="#">Finance Automated Reports (66kb)</a>
<a href="#">Finance Complaints Procedure (70kb)</a>
<a href="#">Finance Web Pages PQ Team (76kb)</a>
<a href="#">Financial Plan Budget Reports (77kb)</a>
<a href="#">Freedom of Information Policy (68kb)</a>
<a href="#">Lone Working out office &amp; Weekend Working PQ Team Finance (67kb)</a>
<a href="#">Risk and Opportunity Management Strategy (67kb)</a>
<a href="#">QPR PQ Team Finance Servcies Support (66kb)</a>
<a href="#">Team Meeting Finance PQ Resource Planning (81kb)</a>
<a href="#">Training Finance Support Service (85kb)</a>
<a href="#">Custom &amp; Practice Adult SS&amp;H (70kb)</a>
<a href="#">LAA process with action plan</a>
<a href="#">Commissioning Strategy 2009-12</a>
<a href="#">Refresh of Sustainable Community Strategy 2009-2026</a>

<a href="#">Community Safety and Drugs Partnership</a>
<a href="#">Procurement Contract Letting Procedures</a>
<a href="#">Procurement Strategy</a>
<a href="#">Procurement</a>
<a href="#">Harassment and Bullying Policy</a>
<a href="#">Probationary Policy (59KB)</a>
<a href="#">Sickness Absence Policy (68 KB)</a>
<a href="#">Recruitment and Selection Policy (61 KB)</a>
<a href="#">Professional Registration Policy (54 KB)</a>
<a href="#">Organisational Change Policy (65KB)</a>
<a href="#">Leave Policy (58KB)</a>
<a href="#">Induction Procedure (216KB)</a>
<a href="#">Incapability Policy - Performance(56KB)</a>
<a href="#">Flexible Working Policy (38K)</a>
<a href="#">Disciplinary Policy (64KB)</a>
<a href="#">Corpororate Training and Development</a>
<a href="#">Confidential Reporting Policy (56.5 KB)</a>
<a href="#">Code of Conduct (54KB)</a>
<a href="#">Appeals Policy - Employment (59.5 KB)</a>
<a href="#">Library Self Service (96kb)</a>
<a href="#">Library Service Plan (100kb)</a>
<a href="#">Libraries Training Strategy (67kb)</a>
<a href="#">Libraries Income Policy (100kb)</a>
<a href="#">Environmental Services Service Plan</a>
<a href="#">Passenger Transport</a>

<a href="#">Fleet and Vehicle Maintenance</a>
<a href="#">Developer contributions SPD</a>
<a href="#">Existing dwellings in the Green Belt SPD</a>
<a href="#">EIA Transport Business Plan</a>
<a href="#">Health Certificates Procedure</a>
<a href="#">Buy with Confidence</a>
<a href="#">Complaints Dealt with by Trading Standards</a>
<a href="#">Consumer Direct</a>
<a href="#">Under Age Sale</a>
<a href="#">Planning - Enforcement</a>
<a href="#">Interventions</a>
<a href="#">Complaints procedure</a>
<a href="#">Public Path Order Policy</a>
<a href="#">Front line telephony / Role of Planning Information Officers</a>
<a href="#">School Sport</a>
<a href="#">After school clubs</a>
<a href="#">Libraries Customer charter for overdue charges</a>
<a href="#">Support to Sports Clubs</a>
<a href="#">Community Group Policy Bereavement Services Neighbourhood Services and Parks and Green Spaces</a>
<a href="#">Bereavement services burial policy</a>
<a href="#">Bereavement services cremation policy</a>
<a href="#">Weight Management Programme</a>
<a href="#">Running with the Girls</a>
<a href="#">Passport to Health – GP Exercise Referral Scheme</a>
<a href="#">Community Activators</a>
<a href="#">The Breakthrough Project</a>
<a href="#">Requests for advice on Trading Standards Legislation from businesses</a>
<a href="#">Validation of Planning Applications</a>
<a href="#">Existing dwellings in the Green Belt SPD</a>

<a href="#">Developer contributions SPD</a>
<a href="#">Transport Business Plan</a>
<a href="#">Heritage Services Visitor Services</a>
<a href="#">Heritage Services Study Facilities</a>
<a href="#">Heritage Services Functions Catering and Room Hire</a>
<a href="#">Heritage Services Emergency Procedures</a>
<a href="#">Heritage Services Collections Management Policy</a>
<a href="#">Waste same day collections</a>
<a href="#">Waste and recycling communications</a>
<a href="#">Waste - Refuse collection service</a>
<a href="#">Waste - Mini recycling centres</a>
<a href="#">Recycling</a>
<a href="#">Garden Waste Collection Service</a>
<a href="#">Community Group Policy Bereavement Services</a>
<a href="#">Bereavement Services Office policies and procedures</a>
<a href="#">Bereavement Services Grounds Maintenance</a>
<a href="#">Public Protections Interventions Procedure</a>
<a href="#">Public protection complaints procedure</a>
<a href="#">Public protection health certificate procedure</a>
<a href="#">Bath transportation package</a>
<a href="#">Mobile Phone Policy</a>
<a href="#">Local Transport Plan &amp; capital programme</a>
<a href="#">Bath Transport Plan</a>
<a href="#">Planning public access process</a>
<a href="#">Planning reception duty officer</a>
<a href="#">Planning pre-application protocol</a>
<a href="#">Heritage Services buildings</a>
<a href="#">Heritage - Sales Promotion and Communications</a>
<a href="#">Pre-application Protocol</a>
<a href="#">Reception Duty Officer</a>

Public access process

result of the EIAs and a list of assessments needed in 2010/11

Service Action Plans services will identify actions they are taking as a

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