

Public Document Pack

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Date: Monday, 15 February 2021

To all Members of the Council

****Virtual Meeting**

Dear Sir or Madam

Summons to attend the Council Meeting – Tuesday, 23 February 2021 at 6.00 pm

You are requested to attend the Meeting of the Council to be held at 6.00 pm on Tuesday, 23 February 2021. Councillors will be sent a Teams Meeting invitation to place the meeting in their Calendar and can then access the meeting from the link in that calendar item.

Please Note that any member of the press and public may listen in to proceedings at this 'virtual' meeting via the weblink below –

<https://youtu.be/Glo4OBkSVzw>

The agenda is set out below.

Yours faithfully

Assistant Director Governance and Monitoring Officer

This document and associated papers may be made available in a different format on request.

Agenda

1. **Public Participation, petitions, and deputations (Standing Orders 2(vi) and 17, as amended by new Standing Order 5A) (Pages 7 - 8)**

The Council will receive written statements from any person who wishes to make a submission in accordance with the above Standing Orders. The Chairman will select the order of the submissions. Each submission must comply with the usual time limits of five minutes for public participation and deputations and three minutes for petitions. This section of the meeting must not exceed 30 minutes and matters must not refer to a current planning application.

The Council will also receive questions from the public and provide answers thereto, subject to the Chairman being satisfied that the questions are relevant to the business of the meeting.

Requests and full statements must be submitted in writing to the Head of Legal and Democratic Services, or to the officer mentioned at the top of this agenda letter, by noon on the day before the meeting and the request must detail the subject matter of the address. Statements received will be published on the Meetings App and on the Council website in advance of the meeting.

(1) Petition: Clean Our Lake (attached)

2. **Apologies for absence**

3. **Petitions to be presented by Members (Standing Order No. 16)**

As this is a virtual meeting, members are asked to provide petitions to the Head of Legal and Democratic Services by 12.00 noon on the day before the meeting. Details of any petition received will be published on the Meetings App and on the Council website in advance of the meeting.

4. **Declaration of Disclosable Pecuniary Interest (Standing Order 37)**

A Member must declare any disclosable pecuniary interest where it relates to any matter being considered at the meeting. A declaration of a disclosable pecuniary interest should indicate the interest and the agenda item to which it relates. A Member is not permitted to participate in this agenda item by law and should immediately leave the meeting before the start of any debate.

If the Member leaves the meeting in respect of a declaration, he or she should ensure that the Chairman is aware of this before he or she leaves to enable their exit from the meeting to be recorded in the minutes in accordance with Standing Order 37.

5. **Minutes (Pages 9 - 16)**

12 January 2021, to approve as a correct record

6. Motions by Members (Standing Order No. 14) (Pages 17 - 18)

End Our Cladding and EWS1 Scandal
Councillor Keating

7. Matters referred from previous meeting

None

8. Chairman's announcements

9. Leader's announcements

10. Chief Executive's announcements

11. Forward Plan dated 29 January 2021 (Pages 19 - 34)

12. Policy and Scrutiny Panel Report

None

13. Corporate Parenting Responsibilities (Pages 35 - 38)

Report of Councillor Gibbons

14. Question Time (Standing Order No. 18)

Questions must relate to issues relevant to the work of the Executive. Question Time will normally last for 20 minutes.

As this is a virtual meeting the Chairman and the Leader of the Council have requested that members supply the Democratic Services Officer with full details of the question they wish to ask by no later than 12 noon the day before the meeting. All questions received will be published on the Meetings App and on the Council website in advance of the meeting. A summary note of each question will be included in an appendix to the minutes in the usual way.

15. Report and matters referred from the Executive, 11 February 2021

The agenda item number mentioned in the heading of the individual extract refers to the agenda of the relevant Executive meeting. All Members have been supplied with the agenda papers and are commended to review them prior to the Council meeting.

(1) EXE 77 Treasury Management Strategy 2021/22 (Agenda Item 17) (draft minute extract to follow)

(2) EXE 78 Capital Strategy 2021-25 and Capital Budget 2021-22 (Agenda Item 18) (draft minute extract to follow)

(3) EXE 79 Medium Term Financial Plan (MTFP) and Revenue Budget 2021/22 (Agenda Item 19) (draft minute extract to follow)

Note: The published Equality Impact Assessments (EIAs) that underpin the 2021/22 budget savings plans can be found at Appendix 6 to the Executive report. Councillors are asked to familiarise themselves with the EIAs in advance of the meeting.

Note for Councillors:

Council is requested to consider item 15 (3) above together with the following report (item 16) which contains the Council Tax charges for the Council and the precepting authorities for 2021/22.

If changes are approved to the recommendations from the Executive, alterations to the recommended Council Tax resolution as contained within the following report might be required. In this case Council will be requested to adjourn to enable the figures in the Council Tax resolution report to be recalculated and re-circulated.

As Members will be aware the precept from the Police and Crime Commissioner for Avon and Somerset is still awaited. In the event of late precept notification an adjournment may be required to allow the necessary recalculations to be made.

16. Revenue Budget Update and Council Tax Setting 2021/22 (Pages 39 - 56)

Report of Councillor Cartman

Note: Councillors are reminded that that Standing Order 22A requires a named vote to be taken on the budget decision.

17. Reports and matters referred from the Policy/Overview and Scrutiny Panels other than those dealt with elsewhere on this agenda

None

18. Reports and matters referred from the other Committees other than those dealt with elsewhere on this agenda

None

19. Reports on joint arrangements and external organisations and questions relating thereto (Pages 57 - 62)

(1) Avon Fire Authority

Oral report from Councillor Davies

(2) Avon and Somerset Police and Crime Panel

Report from Councillor Willis (attached)

(3) West of England Combined Authority Joint Scrutiny Committee

Report from Councillor James (attached)

20. Budget Approval and Award of Contract to Progress the Creation of a New School Site to Support the Expansion of Baytree Special School in Clevedon (Pages 63 - 116)

Report of Councillor Gibbons

21. MetroWest Phase 1 - 2021/22 Budget (Pages 117 - 124)

Report of Councillor Tonkin

22. Asset, Accommodation and Development Strategies (AADS) - Adoption (includes exempt appendix) (Pages 125 - 424)

Report of Councillor Cartman

23. Urgent business permitted by the Local Government Act 1972 (if any)

For a matter to be considered as an urgent item, the following question must be addressed: "What harm to the public interest would flow from leaving it until the next meeting?" If harm can be demonstrated, then it is open to the Chairman to rule that it be considered as urgent. Otherwise the matter cannot be considered urgent within the statutory provisions.

Exempt Items

Should the Council wish to consider a matter as an Exempt Item, the following resolution should be passed -

"(1) That the press, public, and officers not required by the Members, the Chief Executive or the Director, to remain during the exempt session, be excluded from the meeting during consideration of the following item of business on the ground that its consideration will involve the disclosure of exempt information as defined in Section 100I of the Local Government Act 1972."

Mobile phones and other mobile devices

All persons attending the meeting are requested to ensure that these devices are switched to silent mode. The chairman may approve an exception to this request in special circumstances.

Filming and recording of meetings

The proceedings of this meeting may be recorded for broadcasting purposes.

Anyone wishing to film part or all of the proceedings may do so unless the press and public are excluded for that part of the meeting or there is good reason not to do so, as directed by the Chairman.

Members of the public may also use Facebook and Twitter or other forms of social media to report on proceedings at this meeting.

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<https://www.nsomersetlibdems.org.uk/cleanourlake>



Clean our Lake!

Many of us are alarmed to see the amount of mud in the lake during Portishead's hot summers, shown in the picture below. The ducks and swans in the lake seemed even more concerned at their disappearing habitat.

We see it as unacceptable that there is often more mud than water in the lake and demand that it is dredged, for the benefit of the people and the wildlife of Portishead. If you agree then make sure to sign our petition.

I/we the undersigned are calling on North Somerset Council to dredge the lake at the Portishead Lake Grounds as we think the amount of mud is unacceptable and are concerned about its effect on the local wildlife.

315 Signatories have been received, the names and address have been shared with North Somerset Council redacted for this public document.

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Minutes

of the Meeting of

The Council

Tuesday, 12th January 2021

held in the Virtual Meeting.

Meeting Commenced: 6.00 pm Meeting Concluded: 7:44 pm

Councillors:

P David Shopland (Chairman)

P Richard Westwood (Vice Chairman)

P Marc Aplin (joined after attendance roll call)

P Nigel Ashton

P Mike Bell

P Mike Bird

P Steve Bridger

P Peter Bryant

P Gill Bute

P Mark Canniford

P Ashley Cartman

P John Cato

P Caritas Charles

P Caroline Cherry

P James Clayton (joined after attendance roll call)

P Sarah Codling

P Andy Cole

P Peter Crew

P John Crockford-Hawley

P Ciaran Cronnelly

P Mark Crosby (joined after attendance roll call)

P Donald Davies

P Catherine Gibbons

A Hugh Gregor (unable to join for technical reasons)

P Wendy Griggs

Ann Harley

P Karin Haverson (joined after attendance roll call)

P Sandra Hearne

P David Hitchins (joined after attendance roll call)

P Steve Hogg

P Nicola Holland

P Ruth Jacobs

P Huw James

P Patrick Keating

A John Ley-Morgan

A Stuart McQuillan
P Ian Parker
P Robert Payne
P Marcia Pepperall
P Bridget Petty
P Lisa Pilgrim
P Terry Porter
P Geoffrey Richardson
P Tim Snaden (joined after attendance roll call)
P Mike Solomon
P James Tonkin
Stuart Treadaway
P Richard Tucker
A Roz Willis (unable to join for technical reasons)
Vacancy

P: Present

A: Apologies for absence submitted

Officers in attendance: Jo Walker (Chief Executive), Lucy Shomali (Director of Place), Sheila Smith (Director of Children's Services), Matt Lenny (Director of Public Health), Hayley Verrico (Interim Director of Adult Social Care), Richard Penska (Interim Director of Finance and Property), Nicholas Brain (Assistant Director Governance & Monitoring Officer), Vanessa Andrews (Corporate Services), Hazel Brinton (Corporate Services), Sue Efford (Corporate Services), Jo Jones (Corporate Services), Mike Riggall (Corporate Services), Katherine Sokol (Corporate Services), Melanie Watts (Corporate Services)

**COU Petition presented by Councillor Cronnelly: Need for Repairs to Weston
132 Village's Roads (Agenda Item 3)**

Councillor Cronnelly presented an online petition from 76 local residents seeking urgent action to repair Weston Village's roads before there is an accident.

The Chairman thanked Councillor Cronnelly for the petition which was referred to the Executive Member for Planning, Highways and Transport.

**COU Declaration of disclosable pecuniary interest (Standing Order 37)
133 (Agenda Item 4)**

None

**COU Minutes of the meeting held on 10 November 2020 (Agenda Item 5)
134**

Resolved: that the minutes be approved as a correct record.

**COU Chairman's announcements (Agenda Item 8)
135**

The Chairman announced that former Liberal Democrat councillor Nan Kirsan, the first Leader of North Somerset Council, had sadly passed away.

He wished to mark this first Council meeting in 2021, referring to the difficult decisions to be taken during the year ahead and the importance of pressing ahead with the business in hand.

COU Leader's announcements (Agenda Item 9)
136

The Leader echoed the Chairman's sentiments on the sudden and sad death of Nan Kirsan. He also reported that Councillor Ley-Morgan was currently ill in hospital and, on behalf of the Council, sent his best wishes for a speedy recovery.

The Leader expressed his thanks to all staff and contractors for their ongoing work in continuing to provide services and keep residents safe over the Christmas and New Year period. He also thanked residents for following the Coronavirus guidance, and fellow councillors for all they were doing to keep their communities safe.

COU Chief Executive's announcements (Agenda Item 10)
137

The Chief Executive wished all councillors a happy New Year. She would continue to provide updates on the latest lockdown and Covid-19 news as well as changes to the organisational structure. It was disappointing not to be able to say farewell to colleagues who had recently left the council due to current lockdown restrictions but reported that consideration was being given to options for doing so virtually.

The Chief Executive also thanked staff for their tireless work throughout this difficult period, referring to the particular pressures on health and social care across the region and the challenges for schools. She also thanked councillors, the council's partners, contractors, community groups and the voluntary sector for their hard work and, with the roll out of the Coronavirus vaccine and the increase in lateral flow testing, looked forward to a better 2021 for everyone.

COU Forward Plan dated 31 December 2020 (Agenda Item 11)
138

Councillor Davies presented the Forward Plan.

Resolved: that the Forward Plan be noted.

COU Policy and Scrutiny Panels – Chairman of Health Overview and Scrutiny
139 Panel (Agenda Item 12)

At the invitation of the Chairman, Councillor Gibbons reported that Councillor Tucker would be standing down as Chairman of the Health Overview and Scrutiny Panel for health reasons, with immediate effect. She thanked Councillor Tucker for his hard work and dedication and welcomed his continued contribution to the work of the council. Councillor Cronnelly would replace Councillor Tucker as a panel member and she proposed that he also replace him as Chairman.

Motion: Moved by Councillor Gibbons and seconded by Councillor Davies and

Resolved: that Councillor Cronnelly be elected as Chairman of the Health Overview and Scrutiny Panel for the remainder of the 2020/21 Municipal Year.

COU Corporate Parenting Responsibilities (Agenda Item 13)
140

Councillor Gibbons presented the report.

Resolved: that the report be noted and a further corporate parenting report be presented following the visit to North Somerset, in March, of the National Implementation Adviser for Care Leavers, Mark Riddell.

COU Question Time (Standing Order No. 18) (Agenda Item 14)
141

Oral questions were directed to the members concerned and the summary notes and topics involved are contained in Appendix 1.

COU Reports and matters referred from the other Committees: Audit
142 Committee, 19 November 2020 - AUD 17 Audit Committee Annual Report 2019-20 (Agenda Item 17)

Councillor Cato presented the reference from the Audit Committee. He thanked all those who supported the work of the Audit Committee and invited all councillors to attend meetings of the Committee, the next one being scheduled for 28 January.

Resolved: that the Audit Committee Annual Report 2019-20 be received.

COU Reports on joint arrangements and external organisations and
143 questions relating thereto: Avon Fire Authority (Agenda Item 18 (1))

Councillor Tucker presented the report.

Resolved: that the report be noted.

COU Reports on joint arrangements and external organisations and
144 questions relating thereto: Avon and Somerset Police and Crime Panel (Agenda Item 18 (2))

Resolved: that the report be noted.

COU Reports on joint arrangements and external organisations and
145 questions relating thereto: West of England Combined Authority Joint Scrutiny Committee (Agenda Item 18 (3))

Councillor James presented the report. He drew particular attention to the information and latest advice regarding the process for North Somerset to join the Combined Authority, and asked members to contact him or one of the other representatives on the Joint Scrutiny Committee if they wanted more information.

Resolved: that the report be noted.

COU Climate Emergency Six Month Progress Report (Agenda Item 19)

146

Councillor Petty presented the report. She highlighted the progress made on key activities around the Climate Emergency Strategy and Action Plan with the aim of embedding climate change into everything the council does. On the issue of carbon literacy she confirmed the Council had now been certified as a Carbon Literate Organisation which demonstrated the council's commitment to carbon literacy and its seriousness in establishing and maintaining a low carbon culture. She stated that the council's emissions represented just one percent of the emissions across the district and highlighted the importance for the area and for future generations of continuing to lobby the government and increase awareness around the climate crisis amongst local residents and across all sectors of the community.

Members welcomed the report and debate ensued on the key issues, during which the following main points were discussed: concerns around street lighting on new developments where low energy LED lighting units were not coming on when needed or were staying on during the day which was wasting energy and delaying adoption of the road; members recognised the benefits of carbon literacy training and of encouraging staff to propose initiatives but queried the methods in place to attribute and measure success, and the need to focus on impact and outcomes; the impact on carbon emissions both nationally and locally of recent lockdowns and the increasing numbers working from home; the benefits for all of safe cycling and walking routes, with cycling at the heart of the transport network; the benefits of reviewing the council's ageing vehicle fleet and renewing with fully electric vehicles and charging facilities in addressing concerns around air quality and public health; the benefits of schemes such as the 'cycle to work' loan scheme and of increasing the purchase limit to provide for electric bikes; the provision of metrics on climate categories for all projects and reports to ensure actions were measurable and the need to lobby central government for additional resources to provide for this; the need to establish whether current progress was sufficient to meet the target of becoming carbon neutral by 2030; a recognition that the impact of the climate emergency was already being felt in terms of flooding and early/hot summers and the need to keep the climate crisis at the top of the agenda and to commit the necessary resources to achieve this; the need to prioritise actions within the plan and to have a clear understanding of the impact of any interventions including the wider co-benefits of some of the proposed actions to guide future decision making; the opportunities presented by the pandemic in terms of re-inventing North Somerset's economy and promoting the visitor economy as a low-carbon alternative to foreign travel, and opportunities for skills training and jobs around low carbon industries and investment; pushing forward with measures within the council's direct control or influence, specifically around new homes standards and not supplying gas to new developments; the importance of engaging with the poorest families whose options for taking measures to address the climate crisis may be more limited, and the need for knowledge and expertise in community engagement to bring about the cultural change required if targets were to be achieved.

Resolved:

(1) that the progress with specific initiatives within the Climate Emergency Strategy and Action Plan be noted: and

(2) that the half-year update of council carbon footprint be noted.

COU 147 Medium Term Financial Plan (MTFP) and Revenue Budget Update (Agenda Item 20)

Councillor Cartman presented the report. The report updated budget forecasts following the Spending Review and the provisional Local Government Finance Settlement announcements. The financial impacts of the capital programme decisions and treasury management policies would be integrated within the report to the Executive in February. Councillor Cartman referred to the uncertainties which made the budget setting process particularly difficult this year, and to the increasing demand and costs for services which had been largely mitigated by transformation savings rather than service cuts. He stated the proposals demonstrated strong financial control and reflected the council's priorities. He asked members to note the recommendations and the updated projections and to put forward any alternative proposals for consideration by the Executive in February, ahead of the Council budget meeting.

The Interim Director of Finance and Property reported that the Local Government Settlement only provided certainty for one year therefore this was a one year budget with one-off investment plans due to the difficulty in committing resources beyond 2022/23.

In discussing the budget proposals reference was made to the ongoing budget pressures that made it difficult to achieve a balanced budget every year, and members welcomed the additional government funding received that provided some mitigation for Covid pressures. Reference was made to the un-ringfenced funding package of £1.55m and to the importance of making sufficient budget provision to allow for much needed investment in roads, highways and footpaths to prevent further deterioration and to ensure they were fit for purpose. In noting the £7.5m savings to be achieved from transformation related activities, reference was made to the need for special scrutiny and ongoing review of these major transformation projects to ensure the right approach and that progress was being made. It was noted that earlier scrutiny feedback had already been taken on board and that major projects would be kept under review. It was further suggested that the Audit Committee should look at how resources were spent across the council, including on small items such as stationery, to ensure best value was being achieved and savings realised wherever possible.

Executive Members thanked officers for their ongoing work and achievements in continuing to deliver services, and in particular the finance team for their work on the budget report.

Resolved:

(1) that the update budget projections as at the end of December 2020 within the Medium Term Financial Plan (MTFP), following the announcement of the

Spending Review and the Provisional Local Government Finance Settlement, be noted;

(2) that the next steps and timescales for finalising the MTFP and setting the 2021/22 revenue budget be noted; and

(3) that the items to be presented to the meeting for discussion and consideration within the 2021/22 budget be noted.

Chairman

Appendix 1

Council Meeting, 12 January 2021 Question Time (agenda item 14)

1. Question from Cllr Charles to Cllr Davies, Leader of the Council

“In light of the horrific scenes from Washington last week during the confirmation of President Elect Biden I’m sure that the Executive and Council will voice our support to those Americans who worked bravely and tirelessly to protect the principles of democracy in the face of such aggression. This however is an extreme example of a public disconnect with the democratic process not only in the US but across the world including here in the UK. We see either through a lack of knowledge or disinformation a loss of trust in government both local and national and a sense of disempowerment from the public. This is dangerous as it can potentially lead to extremist elements coming to prominence. Will the Executive and Policy and Scrutiny Panels (in their policy development role) consider the following:

1. How to support citizen education initiatives concerning the role of local government and what powers the authority possesses and which it doesn't.
2. What plans are in place for increasing voter registration and explaining the electoral process to the wider public.
3. What are the Executive plans for increasing our menu of citizen engagement and empowerment opportunities.”

In response, Cllr Davies thanked Cllr Charles for his question commenting he was equally shocked by what had happened in Washington last week, as well as by the recent events in Saudi Arabia and Hong Kong. He responded he would refer questions 1 and 3 to Councillor Holland for a written response and question 2 to both Councillor Holland and Councillor Cartman. With reference to the scrutiny panels, he asked Councillor Bridger as Chairman of the Community and Corporate Organisation Policy and Scrutiny Panel if he would respond in writing on these issues and Councillor Bridger agreed to do so.

End our cladding and EWS1 scandal (Council Motion)

Council notes that:

- a. Following the human tragedy of the [2017 Grenfell Tower fire](#) taking 72 lives blamed on Aluminium Composite Material (ACM) cladding, this has rightfully led to a focus on fire safety in buildings across the country.

b. The Government banned the use of all combustible materials on the walls of new high rises in November 2018 (MHCLG, Government bans combustible materials on high-rise homes, 29 November 2018) meaning the problem has now extended beyond ACM cladding to buildings decorated with other materials that could be flammable - including balconies, and wooden panels. However, it did not legislate for building owners to take action or provide sufficient compensation funds to cover all situations.

c. In parallel, the Royal Institution of Chartered Surveyors (RICS) and the UK Council of Mortgage Lenders agreed the industry External Wall System fire review and certification process resulting in what is known as an EWS1 form. Only circa 300 professional fire safety engineers nationally are qualified to issue these - creating a bottleneck across the country including in the West of England.

d. In North Somerset, there are a significant number of low and mid-rise buildings. These are mostly limited to traditional builds, however there are a concentration of buildings with non-traditionally built dwellings – particularly around Portishead Marina.

d. Without an EWS1 form, many lenders are now refusing to provide mortgages. As there is no Government legislation forcing owners to produce EWS1 forms or to take remedial action, many leaseholders are having to battle with owners whether their Local Authority, Housing Associations or private landlords. Remediation costs are also skyrocketing in the £100Ks and many owners are forcing this back on leaseholders via financially ruinous service charges – including impacting those in shared ownership.

e. Subsequently, residents and leaseholders through no fault of their own are being left in potentially ruinous limbo unable to mortgage properties, re-mortgage and therefore unable to buy and sell.

f. Additionally, residents are living in fear in homes with no idea if they are safe. This is fundamentally holding up people's lives, costing our residents money they shouldn't have to pay and leaving a huge mental health impact.

Council therefore calls on Executive to:

- a. Sign up the Council to the End Our Cladding Scandal campaign: endourcladdingscandal@gmail.com.

b. Continuing providing advice and support to provide assistance to all North Somerset residents associations regardless of housing tenure i.e. Council, Housing Association, Shared Ownership or private. The aim being to assist such resident associations in lobbying developers, building owners and claiming Government funds to urgently rectify their buildings. This support should be proactive rather than reactive.

c. Work in partnership with the West of England Combined Authority and LEP to redeploy and upskill surveyors and suitable professionals as appropriate, in order to perform more EWS1 assessments. The aim being to accelerate remediation and certification. This may also have a longer-term benefit to increasing higher value job opportunities in North Somerset in partnership with Weston College's Institute of Technology.

d. Work in partnership with all local private building owners and Housing Associations to act immediately in rectifying issues and achieve EWS1 certification – noting that some of these owners may not be the original developer and therefore will need the Council's assistance to engage and trace such developers or other routes to remedy to avoid any cost to their Leaseholders.

e. Explore ways to delay approving planning applications from developers where the applicant has outstanding snagging or EWS1 certification issues in North Somerset and include a condition to be discharged on all future planning applications to provide an EWS1 form before first occupation.

f. Explore ways to expediate Planning Applications, Support, and a Design Guide for communities effected by ESW1 forms and cladding issues.

g. Lobby and work with the MPs, Ministry of Housing Community and Local Government to:

h. Devolve powers to local authorities like North Somerset in order to have jurisdiction over enforcing remediation of housing of all tenures and to target relevant compensation funds from Central Government to where it can actively support affected residents best.

ii. Adopt the sensible [recommendations of the Housing, Communities and Local Government Select Committee](#) that the EWS1 process could be reformed to urgently revise and implement a process (at no cost to leaseholders) that offers clarity to lenders, insurers and peace of mind for homeowners and buyers to re-instate re-mortgaging and property sales provided there is no immediate danger.

iii. Adopt the 10 asks of the [End Our Cladding Scandal campaign](#).



Forward Plan

for the four-month period commencing on

1st March 2021

published on 29 January 2021

This Forward Plan gives details of decision items to be presented during the forthcoming four months.

Councillors are invited to review the items and to consider whether any of them should be referred for scrutiny or discussed with the appropriate Executive Member.

Executive Members (8)

Leader of the Council - Councillor Don Davies: external liaison including strategic partnerships: Local Enterprise Partnership, North Somerset Partnership, Joint Executive Committee (WECA and North Somerset Council), Alliance, Police; strategic policy/corporate plan development, forward programme and strategic review; human resources and organisational development; strategic communications and marketing (with Deputy Leader); public and home to school transport.

Deputy Leader of the Council and Executive Member for Adult Care and Health - Councillor Mike Bell: adult social care; Health and Wellbeing Board; public health and regulatory services; NHS health and liaison; voluntary sector liaison; emergency management; housing.

Executive Member for Finance and Performance – Councillor Ashley Cartman: finance – revenue, capital programme and income generation; procurement; legal and democratic services; property and asset management; ICT, digital and customer services; lead for business support contracts – Agilisys and Liberata.

Executive Member for Planning, Highways and Transport – Councillor James Tonkin: planning and strategic development; local plan; building control; highways; strategic transport and active travel; parking strategy.

Executive Member for Climate Emergency and Environment – Councillor Bridget Petty: climate emergency; waste services including reduction and recycling; environmental protection including flooding; marine environment; parks and green spaces including rewilding.

Executive Member for Economy and Community Safety – Councillor Mark Canniford: economic recovery and development including employment; business engagement; regeneration of highstreets and town centres; community safety.

Executive Member for Communities, Tourism and Leisure – Councillor Mike Solomon: libraries; culture strategy; visitor economy; leisure; seafronts; events; community engagement and consultation; town and parish liaison; North Somerset Together.

Executive Member for Children’s Services and Lifelong Learning – Councillor Catherine Gibbons: children and young people’s services; education and skills; further and higher education liaison.

The items and the final decision taker are indicative. Decision making is subject to the Constitution.

Copies of documents listed can be obtained by contacting the officer named in the attached schedules. Other relevant documents may be submitted to the decision maker and can be requested from the named officer as they become available or may be available on the Council's website www.n-somerset.gov.uk

March 2021

1. Council and Executive Items

(NB No Council or Executive meetings scheduled for March)

2. Executive Member Items and Director Key Decisions

Decision not before	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details
01/03	School Term Dates 2022/2023	Online consultation documents	Director of Children's Services (key decision)	No	CYPS Panel Steering Group meeting (possibly January 2021 to be confirmed)	Contact: Janice Allen 01275 888619
01/03	Approval of the Community Equipment Award Report	Tender Documents	Director of Adult Social Services (key decision)	No	Engagement with Adult Scrutiny Panel Commissioning Working Group during procurement process	Contact: Gerald Hunt / Fiona Shergold 01934 634803
01/03	Decision to be part of the South West Regional LD Residential Framework Contract for Adults (moved to April)	Existing Adults Residential Spot Contract and Specification is available on request.	Director of Adult Social Services (key decision)	No	Panel Chairman has been consulted on the proposal	Contact: Gerald Hunt 01934 634803

Decision not before	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details
01/03	2021/22 Fees and Charges – to seek Director approval for any increases in charges up to 5% or generating estimated additional income up to £100,000	Report to Executive 12/04/16 http://apps.nsomerset.gov.uk/cairo/docs/doc27320.pdf 16/17 DE 302 Development and Environment Fees and Charges 2017/2018 – Flexible Pricing Policy	Director of Place (key decision)	No	Plans to report to relevant panels early 2021	Contact: Victoria Watkins 01934 634825
01/03	2021/22 Fees and Charges – to seek Director approval for any increases in charges up to 5% or generating estimated additional income up to £100,000	Report to Executive 12/04/16 http://apps.nsomerset.gov.uk/cairo/docs/doc27320.pdf	Director of Public Health (key decision)	No	Plans to report to relevant panels early 2021	Contact: Victoria Watkins 01934 634825

Decision not before	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/ Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details
01/03	2021/22 Fees and Charges – to seek Executive Member approval for any increases in charges over 5% and up to 10% or generating estimated additional income between £100,000 to £300,000	Report to Executive 12/04/16 http://apps.nsomerset.gov.uk/cairo/docs/doc27320.pdf	Executive Member (Cllr Tonkin) Executive Member (Cllr Canniford) Executive Member (Cllr Solomon) Executive Member (Cllr Petty)	No	Plans to report to relevant panels early 2021	Contact: Victoria Watkins 01934 634825
01/03	Additional funding up to £1m from Department for Transport to support the Transport & Infrastructure Capital Works Programme 2021-24 (if needed, depending on DfT funding announcement) (new entry)	The 2020-23 Programme and Executive Member Briefing Report https://www.n-somerset.gov.uk/sites/default/files/2020-04/19-20%20DE%20294%20signed_0.pdf Executive Member Decision Notice to approve expenditure against the additional Pothole & and Challenge Fund 2020/21: B:\D&E\Highways & Transport\Strategic Transport Policy & Development\09 LTP\H&T Capital Works Programme\Programme 20.23\Maintenance\2nd Tranche\DE 199 POTHOLE CHALLENGE FUND TRANCHE 2 - Accessible.docx	Executive Member (Cllr Tonkin)	No	SPEDR engagement will be sought via the SPEDR Chairman not before 01/03, should this additional funding materialise	Contact: Lindsay Margerison 01934 42 7408

Decision not before	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details
01/03	Publication of a Public Notice to expand Baytree Special School (new entry)	<p>CYPS Policy & Scrutiny Committee on 20 June 2019 ~ http://apps.n-somerset.gov.uk/cairo/docs/doc29644.pdf</p> <p>Full Council - £1m – https://apps.n-somerset.gov.uk/Meetings/document/report/NSCPM-38-558</p> <p>Executive Member for Children Services and Lifelong Learning Decision Sheet (PC 19) - https://www.n-somerset.gov.uk/wp-content/uploads/2019/07/19-20-PC-19-Signed.pdf.</p> <p>CSD43 Executive Member Decision for Baytree School 2nd site – https://www.n-somerset.gov.uk/sites/default/files/2020-02/19%2020%20CSD%2043%20signed.pdf</p> <p>Town & Village Green application - Planning & Regulatory Committee – https://apps.n-somerset.gov.uk/Meetings/document/report/NSCPM-105-633</p> <p>Planning Application Determination ~ Planning and Regulatory Committee - https://apps.n-somerset.gov.uk/Meetings/ByCommittee/4/2020/75</p>	Executive Member (Cllr Gibbons)	No	Latest update : CYPS Panel Steering Group meeting on 19 January 2021	Contact: Sally Varley 01275 884857

Decision not before	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details
01/03	Updated Highway Asset Management Strategy and Policy (new entry)	The 2018 Strategy and policy documents: https://www.n-somerset.gov.uk/sites/default/files/2020-02/highways%20asset%20management%20policy.pdf https://www.n-somerset.gov.uk/sites/default/files/2020-02/highways%20asset%20management%20strategy.pdf	Executive Member (Cllr Tonkin)	No	SPEDR engagement will be sought via the SPEDR Chairman	Contact: Colin Medus 01934 426498

April 2021

1. Council and Executive Items

Meeting Date	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details
20/04	Adoption of the North Somerset Active Travel Strategy (following public consultation November – December 2020)	<u>Draft Active Travel Strategy</u> (consultation version) Executive Report	Council	No	Special SPEDR engagement session to be arranged for January or February 2021 to summarise results from consultation and seek further Member input	Contact: Lindsay Margerison 01934 427408
20/04	Consideration of business case for potential development of NSC-owned land at Uplands, Nailsea	Acceptance of Local Authority Accelerated Construction Fund grant for Uplands, Nailsea: https://www.n-somerset.gov.uk/wp-content/uploads/2018/11/18-19-CSD-114-signed.pdf Executive report on council-owned sites available for development: http://apps.n-somerset.gov.uk/cairo/docs/doc27169.pdf	Council	Part	Council Decision	Contact: Jenny Ford 01934 426609

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Meeting Date	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details
20/04	Adoption of the updated Creating Sustainable Buildings and Places Supplementary Planning Document (SPD) (following consultation Feb – March 2021) (new entry)	Creating Sustainable Buildings and Places SPD March 2015 https://www.n-somerset.gov.uk/sites/default/files/2020-03/Creating%20sustainable%20buildings%20and%20places%20supplementary%20planning%20document.pdf Executive Report 11/02/21 with draft updated SPD	Council	No	SPEDR engagement session 10 March	Contact: Jessica Harper 01934 426905
28/04	2020/21 Month 10 Budget Monitor	Previous Budget Monitor reports to Executive	Executive	No	Awaiting information	Contact: Melanie Watts 01934 634618

Meeting Date	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details
28/04	North Somerset Local Plan: Response to consultation and preferred spatial strategy	Executive Report: Challenges and Choices – new local plan consultation April 2020. SPEDR report: North Somerset Local Plan Challenges and Choices July 2020 Local Plan Challenges consultation (Summer 2020). Local Plan Choices consultation (Autumn 2020)	Executive	No	Inclusion on SPEDR workplan. Informal SPEDR meetings have engaged with plan preparation including consideration of response to consultation and development of the spatial strategy.	Contact: Michael Reep 01934 426775.
28/04	Draft North Somerset Waste Strategy 2021 – 2030 for public consultation	Municipal Waste Management Strategy 2013-2017	Executive	No	Inclusion on waste scrutiny work plan	Contact: Colin Russell 07919 546457
28/04	Annual Information Report of Contracts awarded over £250,000 (new entry)	Decision reports for contracts awarded over £250,000	Executive	No	Information report - P&SP engagement undertaken as appropriate during each procurement process.	Contact: Mark Roddan (01275 884464)

Meeting Date	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details
28/04	Approval of the expansion of Ravenswood Special School, Nailsea from a range of 112 to 119 places to a range of 134 – 140 places for implementation on 1 September 2021 (new entry)	Children & Young People Policy & Scrutiny Panel - https://apps.n-somerset.gov.uk/Meetings/ByCommittee/11/2020/88 Decision Sheet PC42	Executive	No	CYPS Policy & Scrutiny Panel ~ meeting on 29 October 2020 CYPS Policy & Scrutiny Panel School Organisation Steering Group ~ meetings on 26 November 2020 and 19 January 2021.	Contact: Sally Varley Tel: 01275 884857
28/04	Approval of the revised Parking Standards SPD for public consultation (new entry)	Revised Draft Parking Standards SPD Proposed Parking Discount Assessment Briefing Report	Executive	No	SPEDR engagement will be sought after the conclusion of public consultation and prior to formal adoption of the revised SPD.	Contact: Jack Wyatt 01275 888198
28/04	Approval of the revised Travel Plan SPD for public consultation (new entry)	Revised Draft Travel Plans SPD and additional documents for schools Current Travel Plan SPD https://www.n-somerset.gov.uk/sites/default/files/2020-02/travel%20plans%20supplementary%20planning%20document.pdf	Executive	No	SPEDR engagement will be sought after the conclusion of public consultation and prior to formal adoption of the revised SPD.	Contact: Lauren Dean 07739380577

April 2021

2. Executive Member Items and Director Key Decisions

Decision not before	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details
01/04	Decision to be part of the South West Regional LD Residential Framework Contract for Adults (previously listed for March)	Existing Adults Residential Spot Contract and Specification is available on request.	Director of Adult Social Services (key decision)	No	Panel Chairman has been consulted on the proposal	Contact: Gerald Hunt 01934 634803

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May 2021

**1. Council and Executive Items
(NB No Executive meeting scheduled for May)**

Meeting Date	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details
11/05			Council			

May 2021

2. Executive Member Items and Director Key Decisions

Decision not before	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details
01/05						

June 2021

**1. Council and Executive Items
(NB No Council meeting scheduled for June)**

Meeting Date	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details
23/06	2020/21 Month 12 Budget Monitor (new entry)	Previous Budget Monitor reports to Executive	Executive	No	Awaiting information	Contact: Melanie Watts 01934 634618

June 2021

2. Executive Member Items and Director Key Decisions

Decision not before	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details
01/06						

North Somerset Council

Report to the Council

Date of Meeting: 23 February 2021

Subject of Report: Corporate Parenting Responsibilities

Town or Parish: N/A

Officer/Member Presenting: Executive Member for Children's Services and Lifelong Learning

Key Decision: No

Reason:

Not an Executive Decision.

Recommendations

Members are asked to note the report.

1. Summary of the report

1.1 The report provides members with an update in relation to the generous financial donations they made, in their role as corporate parents, to our care leavers.

2. Policy

2.1 Whilst the concept of members viewing themselves as the parents of all children who are looked after came from the Quality Protects initiative launched in 1998 by Frank Dobson, the then Secretary of State for Health, the Children and Social Work Act 2017 defined for the first time in law the responsibility of corporate parents to ensure, as far as possible, secure, nurturing and positive experiences for 'our' children. This means that they should:

- act in their best interests, and promote their physical and mental health and wellbeing;
- encourage them to express their views, wishes and feelings, and take them into account, while promoting high aspirations and trying to secure the best outcomes for them;
- make sure they have access to services;
- make sure that they are safe, with stable home lives, relationships and education or work;
- prepare them for adulthood and independent living.

3. Details

3.1 Over the Christmas period of 2019/20 Members gave a total of £770 to spend on our care leavers who were over the age of 21 at that time. This is because we already give our care leavers who are between 18 and 21 a voucher to spend at Christmas. Although there were initial plans which included a day trip, these had to be put on hold because of the subsequent lockdown periods. As a consequence the money was used for Christmas

gifts last year with £650 was spent on £10 Love2shop vouchers with some of the remainder being spent on boxes of biscuits or sweets for each young person. The balance was retained to buy toiletries for those who face financial hardship at different points in the year.

3.2 Prior to Christmas 2020 members responded to the call from the Lead Member for Children's Services and as at the middle of January the total donation stood at £880. Given the current restrictions and the feedback we are receiving from young people, we are considering the following options but a number of these are dependent on the Covid-19 situation:

- Meal voucher for a local restaurant or organising a group trip to a restaurant
- Just Eat vouchers for a take away treat
- Additional money for vouchers/food shopping over the Christmas period
- A Christmas hamper
- Funding a special trip out or activity.

For information, as at January 2021 we have 227 young people who are eligible for services and/or support – 136 are between the ages of 18 and 21 with 95 aged 22 to 25 (of whom 60 remain in touch with us).

3.3 As a result of members' donations in early Summer last year, to support our care leavers in the pandemic, £400 was raised. We used most of that funding to provide 'Goody bags' containing a range of items to help those most in need who were struggling. The remainder of the funds is going to be used at Easter to provide small gifts from you all.

4. Consultation

None, this is for information.

5. Financial Implications

None.

Costs

None.

Funding

None.

6. Legal Powers and Implications

None.

7. Climate Change and Environmental Implications

None.

8. Risk Management

None.

9. Equality Implications

Have you undertaken an Equality Impact Assessment? No.

10. Corporate Implications

None.

11. Options Considered

None.

Author:

Sheila Smith, Director of Children's Services

Appendices:

None.

Background papers:

None.

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North Somerset Council

Report to the Council

Date of Meeting: 23 February 2021

Subject of Report: Revenue Budget Update and Council Tax Setting for 2021/22

Town or Parish: All

Officer/Member Presenting: Councillor Ashley Cartman, Executive Member for Finance and Performance

Key Decision: N/A

Reason: Not an Executive Decision

Recommendations

That Council:

1. Approves the 2021/22 net revenue budget for North Somerset Council services of £171.317m; and the Council Tax Requirement of £177.423m being the value including town and parish council precepts, as set out in Appendix 1.
2. Approves the directorate gross income and expenditure budget allocations as detailed in the body of the report and as set out in Appendix 1.
3. Approves the council tax charges for 2021/22 in accordance with the formal Resolution as set out in Appendix 2;
 - a. which provides for an average Band D council tax charge in respect of North Somerset Council services for 2021/22 of £1,504.03, plus special expenses, where such charges apply, giving an overall charge of £1,505.03
 - b. and provides for other major preceptors being, the Avon Fire Authority, the Police and Crime Commissioner for Avon and Somerset and the town and parish councils

This represents an increase of 1.99% on the general level council tax, and a 3% charge in respect of an adult social care precept.

4. Approves the refreshed Pay Policy for 2021/22 in accordance with the details set out in Appendix 5.

1. Summary of Report

This report provides details of the final North Somerset Council revenue budget and sets out the framework required to report the resultant recommended level of council tax for the financial year 2021/22.

North Somerset Council is the billing authority for the North Somerset area and must therefore arrange to set a **total** council tax charge which includes the following component parts;

- Precept for North Somerset Council – as noted above
- Precepts and Special Expense charges for Local Town Councils
- Precept from Avon Fire Authority
- Precept from the Police and Crime Commissioner for Avon and Somerset

At the time of writing this report information relating to the Police and Crime Commissioner precept has not yet been received which means that it is not possible to present an agreed 'total' council tax charge for the 2021/22 financial year.

An indicative sum has been included within this draft report to enable readers to understand the potential level of council tax which could be levied for next year. This indicative value has been based upon the capping limits included within the local government finance settlement, and therefore represent a potential maximum level of charge.

An updated paper will be presented in advance of the meeting which will include the actual precept request from the Police and Crime Commissioner. As a consequence, the revised report will also include the **final total** council tax charge for 2021/22.

The updated information will appear in several sections of the updated report;

- Section 3.7 – major preceptors values
- Section 3.8 – council tax proposals
- Appendix 2 – council tax Resolution
- Appendix 4 - summary of local council tax charges

2. Policy

The Local Government Finance Act 1992 (Section 30) requires the North Somerset Council to set a balanced budget before the 11 March in the financial year, preceding the year-ahead. The budget must be supported by detailed estimates of its expenditure for the coming year and of the resources that will be available to meet this expenditure. The resources not only include income from rents, fees and charges and any available balances, but also external grant income and collection fund precepts.

Section 40 of the 1992 Act requires all major precepting authorities to issue a precept on the Collection Fund before 1 March in the financial year, preceding the year-ahead.

As the billing authority for the area of North Somerset, the Council is required to set a council tax for each category of dwelling in its area, for the financial year commencing on 1 April 2021.

The Localism Act 2011 made significant changes to the Local Government Finance Act 1992 and requires the billing authority to calculate a Council Tax Requirement for the year.

The Local Audit and Accountability Act 2014 further amended The Localism Act 2011 and requires that levies are included in the calculation of the 'Relevant Basic Amount' which determines whether council tax has risen sufficiently to trigger a referendum.

3. Details

3.1 Proposed Revenue Budget for North Somerset Council 2021/22

A report on the council's draft revenue budget 2021/22 was considered by the Executive at its meeting on the 11 February 2021.

The draft revenue budget, excluding the town and parish council precepts, totalled £171.315m, and was fully financed by resources thereby presenting a balanced budget for the forthcoming financial year.

Members will recall that the resources included within the draft revenue budget reflected the council's funding allocations as detailed within the *provisional* local government finance settlement, which were released in December 2020.

The report also recommended that Council increase council tax by 1.99% in 2021/22 to help meet the increasing demand and costs of front-line council services, and also that Council approve a 3% Adult Social Care Precept for 2021/22 to contribute towards meeting the growth and increasing costs of adult social care.

3.2 Changes to the Revenue Budget

There have been no material changes to the value of the council's revenue budget for next year, although there are some minor roundings to previously estimated values, as well as some presentational changes due to the realignment of resources across council wide services.

The final revenue budget for **North Somerset Council services will be £171.317m**, and £177.423m, including the town and parish council precepts.

The allocation of this net budget sum across services areas is presented within Appendix 1, along with further information on the council's funding sources.

3.3 Final Local Government Finance Settlement

The finance settlement for local government broadly comprises of the general grants such as the Revenue Support Grant and New Homes Bonus as well as other specific grant funding allocated by the government for important service priorities such as adult social care. It is also used to confirm the council tax referendum principles for the year ahead.

An indicative or provisional settlement is usually issued in December each year, with the final settlement being released or debated by the government in January or February.

The final settlement was published on 4 February 2021 via a written statement to Parliament and these do not propose any material change from the provisional settlement in respect of the referendum principles or resource allocations.

As a result the specific grant allocations for North Somerset remain the same as those included within the budget report presented to the Executive at the meeting on 11 February.

3.4 Components of the Revenue Budget for North Somerset Council

As noted above, the total **net budget of £171.317m** for 2021/22 has been allocated to services. The council is required to gross up all of its budgets when setting its council tax for the year ahead and include these totals within the formal council tax Resolution. The allocations of the council's gross and net budgets are shown the table below.

REVENUE BUDGET			
	2021/22 Net Budget	Gross Expend	Gross Income
	£	£	£
Adult Social Services	67,904,835	105,505,061	-37,600,226
Children's Services	26,511,517	34,807,812	-8,296,295
Schools Budgets	0	52,735,647	-52,735,647
Place	29,495,750	53,850,512	-24,354,762
Corporate Services	25,729,629	82,045,395	-56,315,766
Public Health & Regulatory Services	910,726	11,718,555	-10,807,829
Capital Financing and Interest	10,674,000	14,761,840	-4,087,840
Other, including Non Service & Contingency	9,143,344	10,440,324	-1,296,980
Sub Total - North Somerset Council Services	170,369,801	365,865,146	-195,495,345
Special Expenses	79,190	187,150	-107,960
Levy - Environment Agency	293,268	293,268	0
Special Levy - Drainage Boards	575,127	575,127	0
Sub Total - Expenses and Levies	947,585	1,055,545	-107,960
Total - North Somerset Council Services	171,317,386	366,920,691	-195,603,305
Town and Parish Precepts	6,106,047	6,106,047	0
TOTAL BUDGET REQUIREMENT 2021/22	177,423,433	373,026,738	-195,603,305

3.5 Levies

The council's proposed revenue budget includes the levies of the Environment Agency and Internal Drainage Boards, the costs of which sit outside of the council's direct control.

The table below shows that there have been relatively small increases in these anticipated charges year-on-year, although the reduction in the tax base means that the average charge per Band D property arising from these changes appears larger.

Levies and Precepts (£)	2020/21		2021/22	
	Levy	Band D charge	Levy	Band D charge
Environment Agency Levy	288,410	3.64	293,268	3.72
Internal Drainage Boards	560,645	7.08	575,127	7.30
Totals	849,055	10.72	868,395	11.03
Taxbase	79,185.1		78,738.9	

The council is required to show these amounts separately because in order for the government to determine whether an authority has approved a council tax rise which necessitates the requirement for a local referendum, it includes these levy requests within its formal calculations. This calculation is known as the Relevant Basic Amount (RBA).

3.6 North Somerset Council Tax Requirement

The net revenue budget presented to Council for approval for North Somerset Council, including the precepts for town and parish councils and special expenses, totals £177,423,433. These values form the Budget Requirement and are used in the statutory calculation of the council's precept on the Council Tax Collection Fund.

NORTH SOMERSET COUNCIL PRECEPT ON THE COLLECTION FUND		
	£	£
North Somerset Council's Budget Requirement		170,369,801
Special Expenses for the District		79,190
Special Levy - Environment Agency		293,268
Special Levy - Drainage Board		575,127
Parish & Town Councils Precepts		6,106,047
Sub Total - Net Expenditure incl Special Expenses and Levies		177,423,433
Less:		
Retained Business Rates	31,261,923	
Tariff / Top-Up	2,652,046	
Revenue Support Grant	2,179,028	
New Homes Bonus Grant	1,381,903	
S31 Business Rates Small Business Relief Grant	2,880,565	
S31 Business Rates Threshold Grant	1,767,061	
S31 Business Rates Other Grant	6,724	
Adult Social Care Support Grant	5,807,255	
Lower Tier Services Grant	212,798	
Covid Support Grant	4,974,841	
Covid Council Tax Support Grant	1,921,976	
Est Debit Balance on the Collection Fund - Council Tax	-1,045,000	
Est Debit Balance on the Collection Fund - Business Rates	-13,688,859	
Contribution from Collection Fund Smoothing Reserve	14,176,242	
Contribution to Council Tax Support Costs	-1,921,976	
Contribution from Covid Collection Fund Smoothing Reserve	245,667	
Sub total - financing resources		52,812,194
North Somerset's Precept on the Collection Fund		124,611,239
	Tax Base 2021/22	78,738.9
North Somerset and Town and Parish Precept Band D Council Tax		1,582.58
North Somerset Precept Band D Council Tax for referendum purposes (excl Parishes and Special Expenses)		1,505.03

3.7 Precepts from Other Bodies

In its role as the billing authority, the council is also required to collect the council tax requirement of other precepting authorities who use this money to fund their budgets. Further information from major preceptors on how their budgets are made up will be included within the council tax leaflet, which will be available on the council's website in March.

Information on each of the major precepting bodies is shown below:

- Appendix 3 provides a full listing of all **town and parish precepts** which total £6,106,047.14. The average Band D town and parish precept has risen from £76.27 to £77.55, an increase of 1.68% from 2020/21.

There are three town or parish councils within the listing which have percentage increases on their precepts which are greater than 10%, although none of the cash increases are considered material. These are:

• Barrow Gurney	£	10,200	£	13,500	+£	3,300 / + 32.4%
• Clapton-in-Gordano	£	5,900	£	6,500	+£	600 / + 10.2%
• Walton-in-Gordano	£	4,995	£	5,556	+£	561 / + 11.2%

Town and parish council precepts are currently not subject to any form of capping although this is a position which is reviewed by the government on an annual basis as part of the local government finance settlement considerations.

- The **Avon Fire Authority** approved their precept of £6,018,014 on the 10th February 2021, giving a Band D precept of £76.43, this being an increase of £1.49, or 1.99% from 2020/21.
- At the time of writing this report the **Police and Crime Commissioner for Avon and Somerset** have not yet agreed their precept.

The precept value for the 2020/21 financial year was £18,039,158, giving a Band D precept of £227.81.

The finance settlement indicates that Police and Crime Commissioners have the ability to increase their precept by up to £15 in 2021/22, without the need to call a local referendum.

For indicative purposes only, should an increase of £15 or 6.58% be applied to the current precept, then a precept of £19,118,592 could be levied for next year, which would give a Band D precept of £242.81. These values have been included within the report to provide an estimate of the maximum level of charge for the council tax payer and should not be used for any other purpose.

3.8 Council Tax Proposals

The **draft** council tax charge for a Band D property is shown below; this will include the annual charge for North Somerset Council services, as well as those on behalf of other preceptors.

COUNCIL TAX COMPONENTS				
	2020/21	2021/22	Movement	
	£	£	£	%
North Somerset Council	1,296.81	1,325.03		
Adult Social Care Precept	124.97	167.98		
Special Expenses	1.00	1.00		
Levy - Environment Agency	3.64	3.72		
Special Levy - Internal Drainage Boards	7.08	7.30		
Sub-total - North Somerset Council	1,433.50	1,505.03	71.53	4.99%
Town and Parish Council Precepts	76.27	77.55	1.28	1.67%
Police and Crime Commissioner for Avon & Somerset *	227.81	242.81	15.00	6.58%
Avon Fire Authority	74.94	76.43	1.49	1.99%
Total Band D Council Tax	1,812.52	1,901.81	89.29	4.93%

* This is not the precept requested by the Police and Crime Commissioner, but an indication of the maximum capping threshold

The table above indicates that the council's 2021/22 Band D charge, including special expenses, will be £1,505.03, the 2020/21 figure was £1,433.50. This reflects a general council tax increase of 1.99%, which is within the 2% referendum limit and also an increase of 3% in respect of the Adult Social Care Precept.

The Band D charges from other preceptors is also shown to provide a total level of charge, although the Police and Crime Commissioner values will be updated when further information is received.

Appendix 4 contains details of the draft total council tax requirement for each town and parish precept over the banding groups, and again will be updated at the meeting. These figures may be subject to roundings, which may occur due to the number of elements that make up the figures.

3.9 Special Expenses

Special expense charges take account of functions carried out by Towns but undertaken by the District council in Town areas. To ensure that taxpayers in the district do not suffer 'double taxation', the costs of the functions are removed from the overall council budget and then allocated to the specific town areas. For 2021/22 only the areas of Clevedon and Portishead will operate special expenses.

3.10 Pay Policy 2021/22

The council understands the importance of ensuring good two-way communications and engagements with staff especially during periods of major change, whether this be through the continued transfer of schools to Academy status or opting for different service delivery models.

Given the scale of the council's financial challenge it is possible that the council's workforce may reduce in some areas over the period of the MTFP, including, in some cases, transferring services to other organisations. We remain committed to do all that we reasonably can to mitigate the need for job losses including, if possible, through redeployment and retraining. Staff and trade unions will continue to be fully informed and consulted over any budget proposals involving a workforce reduction.

The council updated and approved its Pay Policy Statement in February 2021 for the 2021/22 financial year (subject to any changes being imposed at a national level) and this provides details of the pay policies in place for the council's non-school workforce. The Pay Policy Statement for 2021/22 is attached at Appendix 5.

4. Consultation

The council tax setting report is the statutory report required to be considered by full Council following the approval of the revenue budget, and prior to the start of the financial year. The revenue budget and medium-term financial plan has been subject to ongoing consultation and scrutiny, further details are contained within previous financial reports.

5. Financial Implications

Financial implications are contained throughout the report, and other supporting reports as details under background papers below.

6. Legal Powers and Implications

The Local Government Act 1972 lays down the fundamental principle by providing that every local authority shall make arrangements for the proper administration of their financial affairs, although further details and requirements are contained within related local government finance legislation including those Acts cited above. The setting of the council's budget and the resultant council tax levels for the forthcoming year is an integral part of the financial administration process.

7. Climate Change and Environmental Implications

Climate and environmental related implications continue to be at the forefront of the council's thinking when considering the underlying Corporate Plan and service policies and priorities, as well as detailed investment and savings options.

Specific provision has been made within both the revenue and capital budgets for next year, details of which can be found within the relevant reports presented to the Executive at the meeting in February 2021.

8. Risk Management

In setting the revenue and capital budgets, the council takes full account of the known key financial risks that may affect its plans. The most significant financial risks are either being explicitly provided for in the base budget or are covered by either the unallocated contingency budget, the Corporate Risk Reserve or Working Balances.

The residual uncertainty of local government finance including business rate retention and the fair funding review and the current wider economic conditions attracts a high degree of risk in terms of medium-term financial planning, although clearly the ongoing impacts of the pandemic present a more immediate concern. The government has provided funding to the council for next year to address some of these issues although whether this is sufficient remains to be seen as there are still many uncertainties in this area.

Officers will continue to test the impact of varying key assumptions in the medium-term financial strategy to assess the sensitivity of the indicative budget figures. This informs decisions about the level of working balances needed to provide assurance as to the robustness of the budget estimates.

A detailed assurance statement from the council's Section 151 Officer, covering both a review on the robustness of the proposed revenue budget for 2021/22 and also an assessment on the

adequacy of council's reserves, is shown in Appendix 7 of the revenue budget report, which was considered by the Executive at the meeting on 11 February 2021.

A financial risk register linked to the council's medium-term financial considerations is continually reviewed and updated, with impacts reported to the Corporate Leadership Team. The council also faces a wide range of other financial risks, for example, those linked to the capital investment programme and associated financing resources, although these are considered and reflected within the relevant risk register.

9. Equality Implications

Budget proposals included within the recommended budget have been analysed by officers for any equality implications and details of this process and the individual Equality Impact Assessments and any specific implications were published within the Medium Term Financial Plan and 2021/22 Revenue Budget report to the Executive on the 11 February 2021.

10. Corporate Implications

The Corporate Plan and MTFP are vital tools to help align effort across the organisation and ensure that services are all pulling in the same direction. With continuing financial pressures and uncertainty in terms of future funding allocations, it is essential that the councils' limited resources continue to be prioritised and allocated in line with the identified priorities.

11. Options Considered

The council is required to formally approve a revenue and capital budget for 2021/22. This could be undertaken as a stand-alone annual process however, we have adopted, and will try to maintain a multi-year funding horizon and MTFP period which sets the context in which annual budgets are set although this does recognise some of the uncertainties regarding future government funding levels.

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Appendices:

Appendix 1 Proposed Revenue Budget 2021/22
Appendix 2 Council Tax Resolution 2021/22
Appendix 3 Town and Parish Council Precepts 2021/22
Appendix 4 Band Charges per Town and Parish Council 2021/22
Appendix 5 Pay Policy Statement 2021/22

Background Papers:

1. Council Tax Base Setting 2021/22 – CSD088
2. MTFP Update and Revenue Budget 2021/22 – Executive, 11 February 2021
3. Treasury Management Strategy 2021/22 – Executive, 11 February 2021
4. Capital Strategy 2021-2025 and Capital Budget 2021/22 – Executive, 11 February 2021

APPENDIX 1

NORTH SOMERSET COUNCIL REVENUE BUDGET 2021/22

	MTFP Net Budget - February Executive £000	Budget Movements			2021/22 Target Budget £000	2021/22 Net Revenue Budget £000
		Levies & Precepts £000	Funding for Childrens Services £000	Other Budget Changes £000		
Adult Social Services	67,525	0	0	380	67,905	67,905
Children's Services	26,487	0	25	0	26,512	26,512
Schools Budgets	0	0	0	0	0	0
Place	29,620	-69	0	-55	29,496	29,496
Corporate Services	25,690	-10	0	49	25,730	25,730
Public Health & Regulatory Services	1,284	0	0	-374	911	911
Capital Financing and Interest	10,674	0	0	0	10,674	10,674
Other, including Non Service & Contingency	10,034	-868	-25	3	9,143	9,143
Sub Total - North Somerset Council Services	171,315	-948	0	3	170,370	170,370
Special Expenses	0	79	0	0	79	79
Levy - Environment Agency	0	293	0	0	293	293
Special Levy - Drainage Boards	0	575	0	0	575	575
Sub Total - Expenses and Levies	0	948	0	0	948	948
Total - North Somerset Council Services	171,315	0	0	3	171,317	171,317
Town and Parish Council Precepts	0	6,106	0	0	6,106	6,106
TOTAL BUDGET REQUIREMENT 2021/22	171,315	6,106	0	3	177,423	177,423

Financing Resources;						
- Govt Grant - Revenue Support Grant	-2,179	0	0	0	-2,179	-2,179
- Govt Grant - Business Rates S31 Small Bus Rate Relief	-2,881	0	0	0	-2,881	-2,881
- Govt Grant - Business Rates S31 Threshold Grant	-1,767	0	0	0	-1,767	-1,767
- Govt Grant - Business Rates S31 Other Grant	-7	0	0	0	-7	-7
- Govt Grant - Business Rates Top Up	-2,652	0	0	0	-2,652	-2,652
- Govt Grant - New Homes Bonus Grant	-1,382	0	0	0	-1,382	-1,382
- Govt Grant - Adult Social Care Support Grant	-5,807	0	0	0	-5,807	-5,807
- Govt Grant - Lower Tier Services Grant	-213	0	0	0	-213	-213
- Govt Grant - Covid Support Grant	-4,975	0	0	0	-4,975	-4,975
- Govt Grant - Covid Council Tax Support Grant	-1,922	0	0	0	-1,922	-1,922
- Contribution to Council Tax Support Costs	1,922	0	0	0	1,922	1,922
- Council Tax Income	-115,116	0	0	-2	-115,119	-115,119
- Council Tax Income - ASC Precept	-3,386	0	0	-1	-3,387	-3,387
- Business Rates Income	-31,262	0	0	0	-31,262	-31,262
- Use of other EM Reserves - 2020/21 Tax Income Guarantee	-246	0	0	0	-246	-246
- Use of EM Reserves - 2020/21 Business Rates deficit	-14,176	0	0	0	-14,176	-14,176
- Collection Fund (Surplus) / Deficit	14,734	0	0	0	14,734	14,734
Sub Total - North Somerset Council Servs	-171,315	0	0	-3	-171,317	-171,317
Town and Parish Council Precepts	0	-6,106	0	0	-6,106	-6,106
TOTAL FINANCING RESOURCES 2021/22	-171,315	-6,106	0	-3	-177,423	-177,423

COUNCIL TAX RESOLUTION**The Council is recommended to resolve as follows:**

- 1 It be noted that on 31st January 2021 the Council calculated the Council Tax Base for 2021/22:
 - (a) for the whole Council area as **78,738.9** [Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the "Act")] and ,
 - (b) for dwellings in those parts of its area to which a Parish precept relates as in the attached Appendix B.
- 2 Calculate that the Council Tax requirement for the Council's own purposes for 2021/22 (excluding Parish precepts and Special Levies) is **£118,505,192**
- 3 That the following amounts be calculated for the year 2021/22 in accordance with Sections 31 to 36 of the Act:

a	Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils <i>(Gross Expenditure)</i>	373,026,738
b	Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act <i>(Gross Income)</i>	248,415,499
c	Being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31B of the Act). <i>(North Somerset Council Tax Requirement, inc. special expenses, town and parish precepts and special levies)</i>	124,611,239
d	Being the amount at 3(c) above (Item R), all divided by Item T (1(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish precepts). <i>(Band D Council Tax for North Somerset Council including an average of special expenses and town and parish precepts)</i>	1,582.58
e	Being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act (as per the attached Appendix C) <i>(Area related expenditure, i.e. town and parish precepts and special expenses)</i>	Precepts 6,106,047.14 Spec Exp 79,190.00 6,185,237.14
f	Being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precepts relates. <i>(The Band "D" amount for North Somerset Council excluding "area" related expenditure, i.e. special expenses and town and parish council precepts)</i>	1,504.03
g	The amount of Special Expenses (expressed in Band D)	1.00
h	The total Relevant Basic Amount for North Somerset Council	1,505.03

4 Precepting Authorities

To note that the Police and Crime Commissioner and the Fire Authority have issued precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwellings in the Council's area, as shown in the table below

Precepting Authority	Valuation Bands							
	A	B	C	D	E	F	G	H
Police & Crime Commissioner	161.87	188.85	215.83	242.81	296.76	350.72	404.68	485.61
Fire Authority	50.95	59.45	67.94	76.43	93.41	110.40	127.38	152.86

5 That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the table on the following page, as the amounts of Council Tax for 2021/22 for each part of its area and for each of the categories of dwellings.

6 The Council's basic amount of Council Tax for 2021/22 is not determined to be excessive in accordance with principles approved under Section 52ZB Local Government Finance Act 1992.

This table will be replaced in the updated report following receipt of the precept from the Police and Crime Commissioner.

LOCAL COUNCIL PRECEPTS 2021/22

2020/21 Precept £	Local Council	2021/22 Precept Requested £	Band 'D' Equivalent Properties	Local Council Tax Element per Band 'D' Property £	Local Tax 2020/21 £	% Incr / (Dec) %
30,500.00	Abbots Leigh	30,570.00	433.3	70.55	70.59	(0.05)
136,683.00	Backwell	134,035.00	1,987.0	67.46	69.33	(2.70)
93,908.00	Banwell	93,908.00	1,093.1	85.91	84.30	1.91
10,200.00	Barrow Gurney	13,500.00	226.8	59.52	44.27	34.46
42,500.00	Blagdon	42,000.00	515.2	81.52	81.95	(0.52)
50,000.00	Bleadon	50,000.00	543.5	92.00	90.48	1.68
5,000.00	Brockley	5,500.00	140.3	39.20	36.31	7.96
3,000.00	Burrington	3,000.00	258.3	11.61	11.47	1.26
3,000.00	Butcombe	3,150.00	110.7	28.46	26.69	6.61
67,578.00	Churchill	69,022.00	1,052.8	65.56	65.61	(0.08)
5,900.00	Clapton-in-Gordano	6,500.00	185.4	35.06	31.10	12.73
16,329.37	Cleeve	16,655.95	380.5	43.77	43.15	1.45
376,761.00	Clevedon	372,761.00	7,819.4	47.67	47.67	0.00
114,581.70	Congresbury	115,726.81	1,448.9	79.87	80.19	(0.40)
11,925.00	Dundry	12,160.00	398.3	30.53	29.95	1.94
26,500.00	Flax Bourton	28,904.22	359.2	80.47	73.61	9.32
92,291.00	Hutton	99,063.00	1,070.4	92.55	85.18	8.65
6,300.00	Kenn	6,000.00	195.5	30.69	31.91	(3.82)
46,000.00	Kewstoke	46,000.00	692.9	66.39	66.72	(0.50)
11,230.00	Kingston Seymour	11,320.00	183.6	61.66	61.07	0.96
106,000.00	Locking	106,000.00	1,304.7	81.24	85.78	(5.29)
188,000.00	Long Ashton	187,250.00	2,730.9	68.57	68.55	0.03
3,250.00	Loxton & Christon	3,500.00	97.0	36.08	33.47	7.81
500,038.00	Nailsea	525,040.00	6,173.0	85.05	79.94	6.40
105,310.00	Pill & Easton-in-Gordano	107,202.00	1,772.4	60.48	59.27	2.05
787,860.00	Portishead	775,290.00	10,283.0	75.40	75.40	(0.01)
28,866.50	Portbury	28,905.50	444.7	65.00	65.00	0.00
7,770.00	Puxton	8,432.00	142.4	59.21	58.25	1.65
18,165.00	St. Georges	18,165.00	1,121.2	16.20	16.00	1.26
7,730.61	Tickenham	8,503.66	459.1	18.52	16.57	11.78
4,995.00	Walton-in-Gordano	5,556.00	144.6	38.42	34.66	10.86
6,500.00	Weston-in-Gordano	6,500.00	147.4	44.10	43.19	2.10
2,567,270.00	Weston-super-Mare	2,587,982.00	25,850.6	100.11	98.37	1.77
17,000.00	Wick St. Lawrence	17,000.00	551.2	30.84	30.70	0.46
27,500.00	Winford	27,500.00	996.3	27.60	27.18	1.55
149,000.00	Winscombe & Sandford	155,000.00	2,113.6	73.33	71.86	2.05
44,631.00	Wraxall & Failand	44,631.00	1,152.9	38.71	38.34	0.97
98,000.00	Wroughton	107,000.00	1,233.0	86.78	80.31	8.06
221,563.00	Yatton	226,814.00	2,925.8	77.52	77.52	0.00
6,039,636.18		6,106,047.14	78,738.9	77.55		

LOCAL COUNCIL BANDINGS 2021/22

Town and Parish	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H
Abbots Leigh	1,262.55	1,472.97	1,683.40	1,893.82	2,314.67	2,735.51	3,156.37	3,787.64
Backwell	1,260.49	1,470.57	1,680.66	1,890.73	2,310.89	2,731.05	3,151.22	3,781.46
Banwell	1,272.79	1,484.92	1,697.06	1,909.18	2,333.44	2,757.70	3,181.97	3,818.36
Barrow Gurney	1,255.19	1,464.40	1,673.60	1,882.79	2,301.18	2,719.58	3,137.98	3,765.58
Blagdon	1,269.86	1,481.51	1,693.15	1,904.79	2,328.07	2,751.36	3,174.65	3,809.58
Bleadon	1,276.85	1,489.66	1,702.47	1,915.27	2,340.88	2,766.49	3,192.12	3,830.54
Brockley	1,241.65	1,448.59	1,655.54	1,862.47	2,276.35	2,690.23	3,104.12	3,724.94
Burrington	1,223.25	1,427.13	1,631.01	1,834.88	2,242.63	2,650.38	3,058.13	3,669.76
Butcombe	1,234.49	1,440.24	1,645.99	1,851.73	2,263.22	2,674.71	3,086.22	3,703.46
Churchill	1,259.22	1,469.09	1,678.97	1,888.83	2,308.57	2,728.30	3,148.05	3,777.66
Clapton-In-Gordano	1,238.89	1,445.37	1,651.86	1,858.33	2,271.29	2,684.25	3,097.22	3,716.66
Cleeve	1,244.69	1,452.15	1,659.60	1,867.04	2,281.93	2,696.83	3,111.73	3,734.08
Clevedon	1,250.38	1,458.78	1,667.18	1,875.57	2,292.36	2,709.16	3,125.95	3,751.14
Congresbury	1,268.76	1,480.22	1,691.69	1,903.14	2,326.06	2,748.97	3,171.90	3,806.28
Dundry	1,235.87	1,441.85	1,647.83	1,853.80	2,265.75	2,677.70	3,089.67	3,707.60
Flax Bourton	1,269.16	1,480.69	1,692.22	1,903.74	2,326.79	2,749.84	3,172.90	3,807.48
Hutton	1,277.21	1,490.09	1,702.96	1,915.82	2,341.55	2,767.29	3,193.03	3,831.64
Kenn	1,235.97	1,441.97	1,647.97	1,853.96	2,265.95	2,677.94	3,089.93	3,707.92
Kewstoke	1,259.77	1,469.74	1,679.70	1,889.66	2,309.58	2,729.50	3,149.43	3,779.32
Kingston Seymour	1,256.62	1,466.06	1,675.50	1,884.93	2,303.80	2,722.67	3,141.55	3,769.86
Locking	1,269.67	1,481.29	1,692.90	1,904.51	2,327.73	2,750.95	3,174.18	3,809.02
Long Ashton	1,261.23	1,471.43	1,681.64	1,891.84	2,312.25	2,732.65	3,153.07	3,783.68
Loxton	1,239.57	1,446.16	1,652.76	1,859.35	2,272.54	2,685.72	3,098.92	3,718.70
Nailsea	1,272.21	1,484.25	1,696.29	1,908.32	2,332.39	2,756.46	3,180.53	3,816.64
Pill & Easton-In-Gordano	1,255.83	1,465.14	1,674.45	1,883.75	2,302.36	2,720.97	3,139.58	3,767.50
Portishead	1,268.57	1,479.99	1,691.43	1,902.85	2,325.71	2,748.56	3,171.42	3,805.70
Portbury	1,258.85	1,468.66	1,678.47	1,888.27	2,307.88	2,727.49	3,147.12	3,776.54
Puxton	1,254.99	1,464.15	1,673.32	1,882.48	2,300.81	2,719.13	3,137.47	3,764.96
St Georges	1,226.31	1,430.70	1,635.09	1,839.47	2,248.24	2,657.01	3,065.78	3,678.94
Tickenham	1,227.86	1,432.51	1,637.15	1,841.79	2,251.07	2,660.36	3,069.65	3,683.58
Walton-In-Gordano	1,241.13	1,447.98	1,654.84	1,861.69	2,275.40	2,689.10	3,102.82	3,723.38
Weston-In-Gordano	1,244.91	1,452.40	1,659.89	1,867.37	2,282.34	2,697.31	3,112.28	3,734.74
Weston-S-Mare	1,282.25	1,495.97	1,709.68	1,923.38	2,350.79	2,778.21	3,205.63	3,846.76
Wick St Lawrence	1,236.07	1,442.09	1,648.10	1,854.11	2,266.13	2,678.15	3,090.18	3,708.22
Winford	1,233.91	1,439.57	1,645.22	1,850.87	2,262.17	2,673.47	3,084.78	3,701.74
Winscombe	1,264.40	1,475.14	1,685.87	1,896.60	2,318.06	2,739.53	3,161.00	3,793.20
Wraxall & Failand	1,241.32	1,448.21	1,655.10	1,861.98	2,275.75	2,689.52	3,103.30	3,723.96
Wroughton	1,273.37	1,485.60	1,697.83	1,910.05	2,334.50	2,758.95	3,183.42	3,820.10
Yatton	1,267.19	1,478.40	1,689.60	1,900.79	2,323.18	2,745.58	3,167.98	3,801.58

Includes charges for;

- North Somerset Council Services (and levies and precepts),
- Adult Social Care Precept,
- Town and Parish Councils and Special Expenses,
- Avon Fire Authority,
- DRAFT Police and Crime Commissioner for Avon & Somerset Police – indicative value included to provide context to overall level of council tax charge

This table will be replaced in the updated report.

NORTH SOMERSET COUNCIL PAY POLICY STATEMENT 2021/22

Introduction

This statement describes the council's policies that relate to the remuneration of its workforce outside of schools, excluding any centrally employed Teachers who are on teaching 'burgundy book' terms and conditions.

The statement is intended to provide clear and transparent information about North Somerset Council's pay policies to enable local tax payers to reach an informed view about local decisions on all aspects of remuneration for the council's non-school employees. The statement also meets the council's obligations under the Localism Act 2011 and the Code of Recommended Practice for Local Authorities on Data Transparency.

General Principles

North Somerset Council recognises that, in the context of scarce public resources, remuneration, at all levels, needs to be adequate to recruit and retain employees with the skills and motivation to deliver high quality services, and at the same time needs to demonstrate value for money and avoid unnecessary costs.

The council is committed to transparent, fair and equitable pay and grading arrangements. All employees are treated on an equal basis and senior officers are not differentiated from other employees in terms of the approach taken for appointments, remuneration, promotion or termination.

Pay Structure – Overview

The pay grade for all roles, including the council's Chief Executive and Directors are determined through job evaluation using the Hay Job Evaluation Scheme, with the exception of a small number of staff who are subject to national salary scales which determine the pay for jobs and where our evaluation scheme does not apply.

Levels of pay for senior officers have been determined by reference to benchmarking data, provided by Hay, which compares the salaries of comparable roles in a wide range of public sector organisations including other local authorities, health bodies and not for profit organisations.

The pay and grading for senior officers is the responsibility of the council's Employment Committee and an element of pay for senior officers is dependent on the postholder consistently meeting overall expectations of the job and meeting agreed targets. North Somerset Council reserves the right to reduce the level of remuneration if it determines that an individual's performance has been unsatisfactory.

Salaries for other officer roles within the council are based on median pay levels using Hay pay data and are broadly comparable with other similar local authorities.

Any cost of living pay award is determined through national pay bargaining arrangements, except for the Chief Executive, Directors and Assistant Directors where the pay award is

locally determined but generally follows the nationally negotiated pay award relevant to these staff.

The Government has recommended that authorities publish the ratio of the pay of the council's top earner to that of its median earner to support the principles of fair pay and transparency. The council's current ratio in this respect is 3:1.

Gender Pay Gap

Recent legislation requires employers of more than 250 people to measure and publish their gender pay gap. The gender pay gap calculation is any difference between the average earnings of men and women within an organisation. The mean gender pay gap is 11.95% and the median gender pay gap is 12.9% for North Somerset Council. This information is published in accordance with legislative requirements and recalculated on an annual basis, however the publication of gender pay gap data has been suspended by the Government during the coronavirus pandemic.

Pay Structure - Details

The council's pay structure currently consists of 20 grades (excluding Apprentices). Every job is evaluated using the Hay Job Evaluation Scheme which establishes the relative size of each role and the points awarded determine the appropriate grade for the job.

The council's lowest paid employees receive a salary equivalent to Grade 1 on the council's pay structure.

Starting Salaries

Employees are usually appointed to the minimum point of the grade for the role. If an employee applies for an internal job that is the same grade as their substantive role they will be permitted to move across on the same point.

For hard to fill jobs, such as Social Workers, Planners, Engineers and Occupational Therapists, it may be necessary to appoint suitably qualified and experienced applicants to a salary point within the overall grade for the role.

Relocation

Where it is appropriate to do so, newly appointed employees who need to relocate to take up an appointment may receive a contribution towards their relocation expenses.

Pay Progression

Any pay progression is based on increments. Progression up to the maximum of the grade through incremental salary points normally takes effect from the anniversary of the start date of the employee.

Increments may be withheld following an assessment of an employee's performance.

Honorarium and Acting-up Payments

Honorarium and acting-up payments are calculated using the bottom point of the grade for the post they will be covering.

Any honoraria or acting-up payments for senior officers requires prior approval of the Council's Employment Committee.

Secondments

Secondment appointments are subject to incremental progression. The starting salary will be the bottom salary point of the grade and progression will take effect from the anniversary of the start date of the secondment.

Market Supplements

The council does not normally pay market supplements in addition to salary, unless, exceptionally, it is in the council's overall interests to do so.

In service areas where it has proven difficult to recruit appropriately experienced or qualified individuals a market supplement may be considered, providing that there is evidence that paying a market supplement will help attract suitable candidates for hard to fill roles.

During the financial year 2020/21 no market supplements were agreed or paid.

Premium Payments

Employees paid up to spinal point 24 who are required to work evenings, weekends and bank holidays are currently paid additional payments to reflect their work patterns as follows:

Non-contractual overtime	Basic pay
Saturday working	Basic pay
Sunday working	Basic pay plus 25%
Bank Holiday working	Basic pay plus 50%
Evening work (8pm to 10pm)	Basic pay
Night work (10pm to 6am)	Basic pay plus 33%

Fees

The council makes a contribution of up to £45 per annum towards the membership of a professional body to support the continuous professional development of an employee.

Returning Officer fees are paid for statutory duties that are not part of the post holder's substantive role.

Pension Contributions

All staff who are members of the Local Government Pension Scheme make individual contributions to the scheme. The level of contribution is linked to salary levels and ranges from 5.5% to 12.5% of salary.

The council also makes employer contributions to the scheme and these amounts are determined externally by the pension scheme actuary.

The council's policy is not to grant augmented pension benefits to any employee under the Local Government Pension Scheme.

Pay Protection

The council has a pay protection policy where employment on less favourable terms is offered to an employee as an alternative to redundancy. In such circumstances an employee's pay is frozen at their current level for up to three years.

Pay protection may also apply in cases of re-deployment due to ill-health.

Redundancy Payments

The method of calculating redundancy payments is based on the statutory redundancy scheme as set out in the Employment Rights Act 1996 (ERA) x 2. The council has also introduced a cap on the amount of pay used to calculate redundancy payments at twice the statutory weekly earnings ceiling. The cost of redundancy should normally be recovered within an 18-month period through salary savings.

Redundancy payments may be affected by the newly introduced 'exit cap' regulations which the council is required to work within as a public sector body.

Settlement Agreements

It is the council's policy not to enter into settlement agreements, unless, exceptionally, it is in the council's overall interests to do so.

TUPE Transfers

A small number of staff remain on terms and conditions that differ from this policy due the Transfer of Undertakings (Protection of Undertakings) legislation that protects those individuals who transfer (for example those on NHS terms). Where there is turnover new appointments are made on council terms and conditions.

Pay Policy Review

The Council's Pay Policy will be kept under regular review and the pay policy statement will be refreshed and considered by full Council each year.

February 2021

North Somerset Council

23 February 2021

Report on the Police and Crime Panel Meeting of 4 February 2021

Councillor Roz Willis

This meeting only covered the budget details, with background of some spend from the Chief Constable.

The PCP has the power to VETO the PCC budget for its precept. This has not been used to date, but at this meeting the Panel decided that 6.5% (£15) was an amount too high in these times of pandemic and hardship for all our residents. The PCC has run a consultation of which 3,600 responded, out of which 66% said they would agree to the highest rate. The Panel was very aware and fully understood the reasoning behind the PCC taking advantage of Central Government's offer of a higher rate without referendum, but as the majority of the Panel at the meeting were elected members we were all of the opinion that this is not the year to raise to this amount. Many of us have received many calls of hardship from residents and felt we could not vote on this occasion for this highest amount. The Panel has only ONE Veto so the PCC can come back with a new figure and that will be put into place. By the time of reading this report at Council the resulting figure will be public.

Other information on Covid breaches. 953k calls were received into Avon and Somerset call centre in 2020 and ALL were responded to. In this 3rd lockdown, as at the date of the meeting, fixed penalty notices were issued in the ratio of 1 in 4, as follows:

Somerset 765 (note whole area - I cannot give NS breakdown)
Bristol 629
BANES and S.Glos 466

Finally the Chief Constable finished with details of a further £10.5m still to be found in savings over the next 2 years.

Cllr Roz Willis

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West of England Combined Authority Overview and Scrutiny Member's Report
Written 10/02/2021 for the North Somerset Full Council Meeting 23 February 2021, 6.00pm

Since the last Full Council North Somerset Council's members of the West of England Overview and Scrutiny Committee has attended a formal overview and scrutiny meeting.

The following issues have also emerged:

- The West of England leaders have also met and decided that they remain of the view that the Bristol Airport planning appeal is a matter between North Somerset Council and the Planning Inspectorate and therefore will not be making any further statements.
- The West of England Combined Authority has submitted a bid to create a Great Western Freeport.
- Secretary of State, Luke Hall MP, has raised concerns that North Somerset joining WECA without an election could create a 'democratic deficit'. He has instead recommended that North Somerset joins as a non-constituent member of the Combined Authority. The extent to which becoming a non-constituent member of the authority is different to the current governance arrangements is unclear.

Overview and Scrutiny Members have written to the West of England Combined Authority to provide overview and scrutiny on these issues.

WECA Overview and Scrutiny Meeting (21/01/2021)

In this meeting, we discussed the proposed expansion of West of England Combined Authority into North Somerset, the Housing Delivery Strategy, Bus Network Recovery, Transport Decarbonisation and the Business Plan for the Year ahead.

A full report of this meeting can be found here: <https://westofengland-ca.moderngov.co.uk/ieListDocuments.aspx?CId=143&MId=454>

Reports of the WECA Joint Committee can also be found here: <https://westofengland-ca.moderngov.co.uk/mgCommitteeDetails.aspx?ID=192>

North Somerset and WECA

It was not possible to take forward the proposition of North Somerset joining WECA in advance of the next WECA Mayoral election scheduled for May. We have agreed that we will hold an additional meeting(s) specifically to discuss how North Somerset Council joining WECA could potentially be taken forward as soon as practically possible after the Mayoral election. This is something that Scrutiny in North Somerset Council might want to examine in the future.

We note that all authorities concerned would need to agree to take this forward. The specific questions and issues we wish to understand and explore, which we will hope will assist this process, are likely to include: - how we can seek clarification from / lobby the

government about the extent of additional resources and devolved powers that could be secured for the region through North Somerset joining WECA; and compare this with what each authority is seeking through further devolution. - how to take forward discussions with government about this happening outside of the WECA Mayoral electoral cycle. - in the meantime, how can we ensure the maximum degree of involvement of North Somerset in WECA arrangements.

West of England Housing Delivery Strategy

West of England UAs are developing a long-term Housing Delivery Strategy which sets out the ambition, the role and remit of WECA in housing delivery and how WECA intend to deliver on this.

North Somerset Council are part of the West of England's One Public Estate Partnership, however not WECA's Investment Fund. This means that North Somerset Council are only able to access One Public Estate Funding, however North Somerset Council may become able to access future funding depending on its specific criteria.

We recognised that the housing delivery strategy is essentially about how to accelerate the delivery of housing utilising the available tools, mechanisms and funding available to WECA and delivery partners.

We would like to emphasise though the critical importance of accelerating affordable housing across the region. This needs to be seen in the context that individual unitary authorities have more 'ambitious' affordable housing definitions than that defined through national planning policy. The local authorities need an agreed definition of affordable housing and this should be included as a definition in the housing delivery strategy to make it clear what is meant by these words – this might be something that North Somerset Council Scrutiny might want to examine in the future.

Our view was that implementing the strategy must help deliver these local ambitions by accelerating delivery and maximising new affordable housing.

We also noted that the strategy does not have formal, fixed targets but has been constructed to support existing Local Plans and the draft Spatial Development Strategy and updated/new Local Plans as they are developed

Bus Network Recovery Strategy and Transport Decarbonisation Study.

We would like to be kept informed of the position once a clearer view emerges from government about the National Bus Recovery Strategy and any proposed transitional arrangement e.g. a Bus Recovery Partnership with the Combined Authority.

We note that as part of the previous Bus Strategy work, officers developed a framework to evaluate the relative costs and societal benefits of bus services and that an evidence-based

tool has accordingly been developed that will help evaluate future tenders for bus services based on key principles included in the Bus Strategy.

In terms of the potential options that may be highlighted through the Transport decarbonisation study, and whilst recognising the significant scale of this challenge, we are particularly keen that as much as possible is done to help prepare for and enable zero-emission vehicle use into the future

It was noted that the study will generate a set of options, each with a proportionate contribution towards the overall 2030 net zero carbon commitment, so that packages of options and their combined impacts can be considered. This will provide the evidence base for decision making on which strategic interventions to progress and take forward to design, consultation and delivery.

The list of potential future strategic interventions for the study at appendix 1 was noted and generally welcomed. In terms of the reference in the first listed intervention to electric vehicles, it was suggested that it would be better to use the term “zero emissions” rather than “electric” as this, for example, will keep open the option of hydrogen solutions.

In terms of emissions, the study/report will provide factual evidence and data about emission sources. There will then be choices to be made about options to reduce emissions. This will also help provide clarity about the actions that the Combined Authority can achieve but also about those actions where other organisations will need to take a key role.

It was noted that the study will include the opportunities for delivering sooner on proposals for a West of England area electric vehicle charging network.

It is anticipated that while the private market will meet part of the infrastructure requirements, there is likely to be a significant role for public bodies in ensuring a sufficient network coverage to create confidence, ensure viability, and increase EV uptake.

This will include investing in those sites that might not be the most financially attractive at the moment (potentially with funding support) but that will play an important role in the network and have the potential to provide better financial returns in the future.

In relation to this, there may be an opportunity for the unitary authorities to consider anticipating future developments by installing EV points for private car charging on a commercial basis in car park sites that they own.

Business Plan 2021/22

We generally welcomed the plan and the clarity of the information set out. In terms of the four Business Growth objectives set out on page 12, whilst appreciating there is a lot of activity behind these objectives, we felt it would have been helpful to include specific objectives in terms of clean business growth.

In terms of the Corporate Risk Register at Appendix 2, we suggest that an additional risk should be added around the risk of extreme weather.

We also felt that it will be important to consider, in the context of WECA's business plan moving forwards (and the Climate Emergency Action Plan), the implications of 'The Sixth Carbon Budget' report (the UK's path to net zero) published in December by the Climate Change Committee.

North Somerset Council

Report to Council

Date of Meeting: 23 February 2021

Subject of Report: Budget approval and award of contract to progress the creation of a new school site to support the expansion of Baytree Special School in Clevedon

Town or Parish: Clevedon

Officer/Member Presenting: Cllr Catherine Gibbons, Executive Member for Children's Services and Lifelong Learning

Key Decision: N/A

Reason: Not an Executive decision.

Recommendations

Subject to the notification of the Secretary of State of application 20/P/0605/R3 and, if successful, a planning decision notice being issued, that the Council:

1. Approve a budget of £14.63 million
2. Approve the award of the contract to Wilmott Dixon Construction Ltd for the construction of the new Baytree Special School in Clevedon for the value of £14,119,582.00 based on Willmott Dixon's final RIBA Stage 4 cost submission, which assumes a start on site of March 2021, as part of the total project delivery budget of £14,630,000.00
3. Delegates to the Executive Member for Finance and Performance, any changes to the above budget and contract value, arising from conditions relating to the planning approval and a later start on site date of September 2021.

1. Summary of Report

- 1.1 Demographic growth and medical advancements are helping more children to survive. This has led to a significant deficit of local places with more children needing to access education in costly out of the district establishments. Local schools are full, and demand continues to rise. The specific rise in the need for places for pupils with the most profound learning and physical disabilities could be met by the expansion of Baytree Special School onto a 2nd site in Clevedon.
- 1.2 Based upon pupil projections the school is required for the Academic year 2022/23. Failure to have school places available would pose a significant risk and financial pressure on the council as well as strain upon the families of children who would

attend the school. Therefore, the council need to be able to mobilise swiftly, upon receipt of the Planning permission. Hence the report being brought to full council now and the request for delegation to the Executive Member on any costs arising from the planning approval or delay to it being issued.

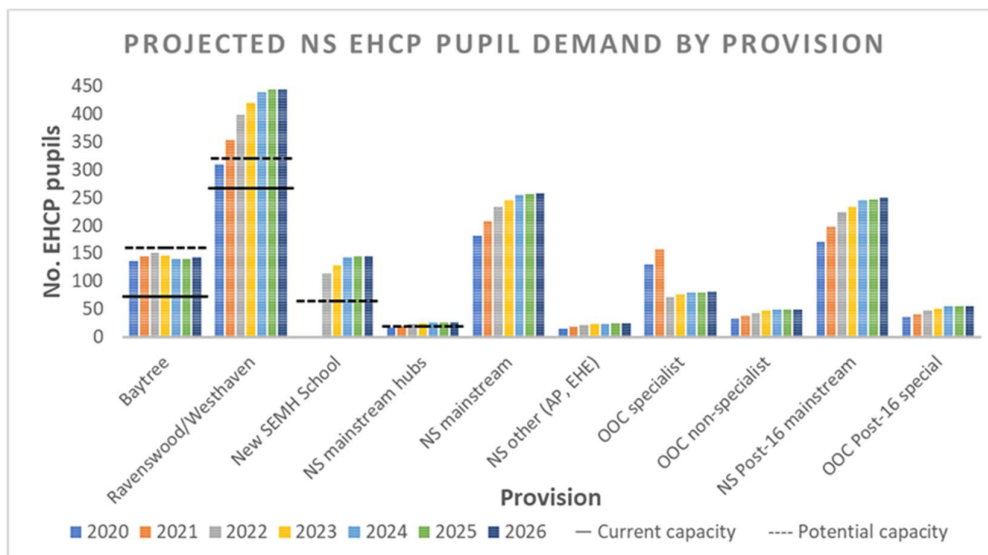
- 1.3 Planning permission was granted by North Somerset's Planning & Regulatory Committee to application 20/P/0605/R3 on 16 September 2020, subject to a referral of the application to the Secretary of State (SoS) due to the site's location in the greenbelt and flood zone 3a. The council are working proactively with the SoS planning department and NSC's planning department on the pre-commencement and wider planning conditions. Any material changes in these conditions would need to be costed in addition to the stage 4 cost plan as would the inflationary increases of a later start date. Subject to these approvals, permission is requested to approve the budget for the scheme and award a contract to Wilmott Dixon Construction Ltd to enable the project to proceed as soon as statutory approvals allow.

2. Policy

- 2.1 The School Standards and Framework Act 1998 sets out how Local Authorities should exercise their statutory duties to secure primary and secondary education to meet the needs of the population in their area. The Education and Inspection Act 2006 enhanced the role of Local Authorities, making them strategic commissioners of services with a mandate to promote high standards for all and greater choice and diversity.
- 2.2 The Education Act (EA) 1996 Section 14A, added by Section 3 of Education and Inspections Act (EIA) 2006 requires Local authorities to consider and respond appropriately to parental representations about school provision in relation to local authorities' functions under Section 14 of the Education Act 1996. Local Authorities must reasonably consider parental representations regarding the provision of schools and respond accordingly, including outlining any proposed action or, where it is considered action is not needed, to explain the reasons for this.
- 2.3 The Education Act 1996 Section 14 provides that in respect of provision in primary and secondary schools, in carrying out their duty to provide sufficient school places for the area, local authorities must have particular regard to the need to secure Special Educational Needs provision for pupils with Special Educational Needs.
- 2.4 Contract Standing Orders require decisions in relation to contract awards of £10m or more to be approved by the Executive.
- 2.5 The contract award value for this project is over £10m. However, approval for delegated authorisation is required from the full Council, as no Commissioning Plan or Procurement Plan sign off has previously been approved. The project has been procured, in compliance with EU regulations, via the SCAPE framework, for which further details are in paragraph 3.6 and section 6 of this report.

3. Details

- 3.1 The LA is statutorily responsible for finding and funding appropriate SEND school places. Place demand is already exceeding local supply – see below.



- 3.2 A planning application to expand Baytree Special School was approved by the Planning & Regulatory Committee at their meeting on 16 September 2020, subject to the receipt of satisfactory air quality assessment report and noise impact assessment, together with a number of pre-commencement conditions being met and the Secretary of State’s approval of the application due to the site’s location in the greenbelt and flood zone 3a.
- 3.3 Detailed design work has been completed and the Council has received a comprehensive cost plan from Willmott Dixon. This cost plan includes, should a planning decision notice be issued, the implications from the current planning conditions applied to the scheme. Any material changes to the current conditions or new conditions being imposed could result in cost or time increase to the project.
- 3.4 To enable a scheme to be delivered, budget approval is required to allow an award of construction contract to Willmott Dixon Construction Ltd.
- 3.5 Approval now is required so that the school can be constructed in 2021 – 2023 and new school places can be in place by the 2023/24 academic year to avoid significant cost to the council and disruption to the families of the children who would attend the school.
- 3.6 The procurement route for this scheme was assessed and it was deemed that use of the SCAPE National Major Works Framework would be the most appropriate, from a time and cost perspective. The urgent nature of this scheme required prompt feasibility work to assess and select a suitable site to house the new school along with detailed designs required to ensure planning approval was obtained. Procurement options were considered and use of Willmott Dixon Construction Ltd via the SCAPE framework was selected for this urgent feasibility and pre-construction works with authority obtained from decisions CSD58 and CSD63. Following the detailed design work undertaken by Willmott Dixon Construction Ltd and the urgent nature of the scheme, it was decided that continued use of the SCAPE framework and appointment of Willmott Dixon Construction Ltd as the main contractor would be the desired option. This appointment will aim to ensure the Council achieves its

commitment of the delivery of provision for pupils with Severe and Profound Learning Difficulties, within the specified time scales.

4. Consultation

4.1 This project has been the subject of a range of public consultations including School Expansion Public meetings:

- Public meeting held on 7 October 2019
- Public meeting held on 10 October 2019

Details of the plans for the school were sent to the following groups as well as being advertised in the local press and media during a first phase expansion consultation that took place between Thursday 19 September 2019 to Friday 25 October 2019.

- The Regional Schools' Commissioner
- Chairs of Governors and all Headteachers and School Staff
- Early Years Providers
- Unions & Professional Teaching Associations
- Press Office
- Directors of Children Services for Bristol, Somerset, BANES and South Gloucestershire Local Authorities
- Directors of Education, Diocese of Bath & Wells and Diocese of Clifton
- All local Multi-Academy Trust CEOs
- School groups such as Secondary Heads in North Somerset (SHINS), Primary Heads in North Somerset (PHANS), Heads Association of North Somerset (HANS) Special Heads in North Somerset (SENDS), Strategic Schools Forum (SSF), Education Excellence Partnership Board (EEPB)
- All North Somerset Council staff and Cllrs
- Springboard
- North Somerset Parent Carers Working Together
- Dr Liam Fox, MP
- Mr John Penrose, MP
- Clevedon Town Council
- Town and Parish Clerks
- Local Neighbours (hand delivered)

It is not expected that the separate school expansion consultation process will be progressed further until (and subject to) planning permission being granted.

4.2 A planning application to create a 2nd site for Baytree Special School was submitted on 29 April 2020 and was subject to the necessary statutory planning application processes. The application received 1,083 letters of objection and 651 letters of support. Individual letters and comments were also received from statutory and non-statutory responders in support of and opposing the scheme. The groups listed in 4.1 above were again advised of its submission outside of the planning process.

4.3 All necessary consultations were undertaken as part of the procurement route and the use of the SCAPE National Major Works Framework - see 3.6 above.

5. Financial Implications

- 5.1 The Council has a strategic duty to secure sufficient SEND places for its residents. It fulfils this role by commissioning places from schools and academies.
- 5.2 The cost of the new school has been submitted as a result of the RIBA Stage 4 design-stage process. Willmott Dixon Construction Ltd have demonstrated a high level of market tested package pricing based on 3 quotations or more.
- 5.3 Costs have increased since RIBA Stage 3, by £920,926.59, excluding NSC direct costs, due to design development, particularly to the ground works, which have also increased the proposed construction programme duration and, therefore, preliminaries costs. Additional design fees and surveys, as well as additional enabling works, have also been introduced due to planning conditions.
- 5.4 An overview of the overall cost movement from Stage 3 to Stage 4 can be found within the appendices.
- 5.5 The estimated inflationary increase to the project costs of starting in September, are outlined in section 9.2. Officers will be working closely with the contractor on how this impact can be reduced, such as early orders being place, upon receipt of final planning approval.
- 5.6 The implications of not having these additional school places for the academic year 2022/23 will be considered as part of the Children's Services school place planning processes and discussed with parents and carers as part of regular Education, Health and Care Plan pupil reviews. Deficits in places will be reported to members as part the scheduled updates to the CYPS Policy & Scrutiny School Organisation Steering Group.

Costs

- 5.4 To date the scheme has cost £935,467 with £1m secured from 2019/20 Basic Need payments as approved by Council on 18 February 2020. (Cost Code KCE256 - £1m approved for feasibility DSCSD63-19/20).
- 5.5 The Cost Plan for this project is attached within the appendices and summarised in table 1.1. below. We are not at this stage increasing the cost plan, and therefore overall budget, until all avenues for mitigation of inflationary pressures have been exhausted.

Table 1.1. Summary Cost Plan

Cost Summary

Facilitating, Building & External Works	£9.508m
Preliminaries, Overheads & Profit	£1.805m
Building Works Estimate	£11.313m
Fees & Other Costs	£1.134m
Risks	£0.526m
Inflation	£0.181m
Contractor's NCF Fee	£0.436m
WDC Total of Prices	£13.590m
Client Direct Costs	£1.040m
WDC Total of Prices	£14.630m
Total £/m2 of GIA	£4,316

Funding

5.5 Funding for the full costs, including the £1m above, is as follows:

Cash Flow Profile		2018/19	2019/20	2020/21	2021/22	Total
Funding Sources	Previous Funding Prior to 2018/19					
Basic Need	£ 345,539					£ 345,539
Basic Need		£ 3,600,000	£ 9,337,877			£ 12,937,877
Weston Airfield Phase 2 s106			500,000			£ 500,000
s106 (XCE309) - Linden Road Clevedon secondary		£ 23,178				£ 23,178
s106(XCE505) - Harbour Road, Portishead		£ 18,721				£ 18,721
Special Provisions Fund 2020/21 allocation				804,685		£ 804,685
	£ 345,539	£ 3,641,899	£ 9,837,877	£ 804,685	£ -	£ 14,630,000

6. Legal Powers and Implications

- 6.1 The National Planning Policy Framework (NPPF) advises local planning authorities to take a proactive, positive and collaborative approach to ensuring that a sufficient choice of school places is available to meet the needs of communities. Council's should give great weight to the need to create, expand or alter schools to widen choice in education (para 94).
- 6.2 North Somerset Council should have regard to the Joint Policy Statement from the Secretary of State for Communities and Local Government and the Secretary of State for Education on Planning for Schools Development (2011) which sets out the government's commitment to support the development of state-funded schools and their delivery.
- 6.3 Local authorities have a statutory duty to provide sufficient schools for pupils receiving primary and secondary education up to the age of 19. They must also secure sufficient education and training provision for young people with an Education, Health and Care (EHC) plan, up to the age of 25.
- 6.4 The appointment of a main contractor for the construction of the new Baytree Special Educational Needs School in Clevedon is required under EU Procurement Regulations.
- 6.5 The use of the SCAPE National Frameworks are fully EU compliant and enable an efficient route to market. Scape Group is a public sector organisation dedicated to the creation of efficiency and social value via the built environment. SCAPE offers a range of OJEU compliant frameworks, procurement services and innovative design solutions that are available to any public body in the United Kingdom.
- 6.6 Willmott Dixon are the appointed framework partner for SCAPE's Major Works England and Northern Ireland framework for project values between £2 million - £20 million in capital value.

7. Climate Change and Environmental Implications

- 7.1 The Council is committed to becoming carbon neutral by 2030. Reducing the journey lengths of pupils attending special schools and offering local provision will assist with this commitment
- 7.2 An energy efficient approach has been carried throughout all aspects of the scheme's design and passive design has been utilised to minimise both energy usage and running costs. A three-tier approach has been adopted. Firstly, building loads have been reduced through effective fabric design that go above and beyond the U-values and air tightness values stated within 2013 Part L2A 2 of the Building Regulations and those recommended within the National Calculation Methodology Non-Domestic Modelling Guide. Secondly, installed building services systems have been designed to maximise their efficiencies so that resources are not wasted. Finally, 15% regulated energy via renewable technologies has been incorporated.

8. Risk Management

- 8.1 The risks in seeking Planning Permission for a site for a school that had not been previously allocated in the Local Plan and is located in the Green Belt, together with

its proximity to the M5 slip road, with outstanding Secretary of State approval and conditions in relation to needing to provide assurances in relation to the potential impacts on air quality and acoustics, are considerable. The known local opposition to the proposals continues with the risk of a Judicial Review request to the recent P&R committee decision to approve the planning application to build the expansion to the school. The Town and Village Green appeal period has now expired.

- 8.2 The budget identified to deliver the 2nd site for Baytree Special School assumes a nil site cost and delivery by September 2022. The site allocation and unsuccessful TVG application should now mitigate the need to purchase a new site and the cost and time delays associated with this. The Very Special Circumstances planning approval determination decision was based on a review of 528 sites and the substantial benefits of the SEND provision that was considered to justify the development in the Green Belt.
- 8.3 The consultation to expand the school (phases 2 and 3) is not yet complete. Having planning permission and a budget to build the school will enable a public notice to be published and a 2nd stage consultation to take place. A final decision will need to be considered by the Executive in the summer 2021. The bodies legally able to appeal the Executive's decision are the school's governing body and the local Dioceses. There is a risk the expansion may not be approved by the Executive.
- 8.4 The project has a full project risk register, which has informed the design development to date and the contingency levels within the project budget for future risks.
- 8.5 The Council has a strong record of delivering school place provision on time and within budget. The Council works to the principle of delivering and offering local places. To not progress the scheme could result in adverse publicity should pupils with the most profound SEND needs not be able to attend a local school.
- 8.6 The following risks have been identified and mitigating actions proposed as summarised below:

Risk	Impacts	Mitigation
Planning: Notification of Secretary of State.	Delay to start on site until September 2021 due to impact of bird nesting season.	
Planning Local: Approval subject to the receipt of satisfactory air quality and noise impact assessment reports.	Delay to start on site until September 2021 due to impact of bird nesting season.	Liaison with the Planning Authority. Detailed review of criteria / specific requirements followed by timely submission of reports.
Legal Challenge to the Planning Decision.	Delay to start on site.	Ensure a robust process has been followed

	Works starting and stopping, resulting in a delay to programme and increased cost.	
Nesting Bird Season: between 01 March and 31 August.	Delay to start on site until September 2021.	Vegetation and tree clearance operations will generally take place outside the bird nesting season.
Site access not possible: land transfers not completed in line with a September 2021 start on site.	Delay to programme.	Ongoing negotiation with landowners. Allowance with contingency risk profile and inflationary estimates within this report
Delays caused by Appropriation and Public Open Space consultation.	Delay to programme.	Ongoing local consultation. Allowance with contingency risk profile and inflationary estimates within this report
Building Not Ready for Required 2022 - 2023 academic year opening.	Children educated out of the district.	This will be kept under constant review with the Willmott Dixon and reports taken by Education Colleagues on the alternative provision
Covid-19.	Delay to programme. Increased cost.	This will be kept under constant review with the Willmott Dixon.

9. Cost Implications of Delayed Start to Works' Commencement

- 9.1 The Construction industry is currently experiencing challenging times resulting from the economic effects of both Brexit and Covid-19. This has resulted in a volatile market with the supply chain becoming increasingly restrictive and selective. Contractors are experiencing pressures from the uncertainty regarding the inconsistent supply of products and the availability of their supply chain and labour. The economic effects of a delayed start to the project are difficult to determine due to the market volatility. The Royal Institute of Chartered Surveyors (R.I.C.S.) publishes Tender Price Indices which project the likely effect of market conditions on construction costs. The indices issued by the R.I.C.S. as of January 2021 indicate a likely 2.45% rise in tender prices if the start date is delayed to September - December 2021. These indices are based on the UK national construction market, and are not project specific, and do not consider any impact of the existing volatility on Willmott Dixon's supply chain partners/ materials/ staff costs.

9.2 The application is still being considered by the SoS, therefore a start on site prior to nesting seasons would not be possible. The following table provides the possible increased costs based on the agreed Contract Sum (excluding ICT and FF&E) and using the RICS published Tender Price Indices. The revised set date set for commencement used is September/November 2021 resulting from the possible impacts of nesting birds as highlighted in the above Risk Table.

Description	Potential Increased Cost
Contract Sum (exc. ICT and FF&E)	£13.6m
Potential Increased Costs	£333,200.00

9.3 There are three programmes appended to this report detailing the required pre-commencement works and the potential impacts of the bird nesting season and a delayed start on site.

10. Equality Implications

10.1 An EIA was undertaken as part of the process to apply for permission to start consultations to expand Baytree Special School – see appendix 1.

10.2 The post-consultation EIA confirmed that generally children with Severe and Profound Learning Difficulties and their families are likely to be positively affected by the creation of a second site for the school. A school designed to meet their requirements and provide greater numbers of places will enable their needs to be better met and potentially avoid the need for out of the area placements.

Some pupils and their families may positively benefit from a school site closer to their home whilst others may be negatively affected by having to travel further. Having a choice of two locations may provide options to reduce transport overall, especially where a local place that previously would not have been available can be offered.

10.3 Older, disabled and younger people living close to the site may be differentially negatively affected by the loss of the open space as they may find it harder to travel any extra distance to other local sites. The consultation asked if anyone had any concerns about equality matters that they would like to raise. There was a response regarding a person with a disability who a respondent felt might be adversely impacted by the removal of access to the site as it would compromise their opportunity to access nearby play space. In relation to play space there are 5 other play areas within a mile / 1.1 miles of the site.

For other users of the site including dog walkers and walkers/runners there is a public right of way adjacent to Brookfield Walk development next to a local rhyne. It is used, along with a neighbouring field that borders the site, for activities such as running and dog walking. The development that includes Hazell Close, less than a

mile away from this site, is a popular area for leisure activities including running and dog walking. Norton Woods are also under a mile from the site and a popular area for dog walkers and for families, although it is noted that in certain areas of Norton Woods dogs must be kept on their lead. It is also envisaged that the public will still have access to the orchard to the south to the proposed school site and access to existing public rights of way (PROW) in the close vicinity.

- 10.4 As the existing Baytree site will remain and staff will be consulted individually, it is expected most staff living within 3 miles of the existing site may remain working at Baytree Weston whilst the staff living closest to the new site will be prioritised to move to Baytree new site. This will also be dependent on which pupils are re-located as staff support specific pupils. The creation of the new site will also result in the need to appoint new members of staff, which we forecast to advertise and recruit a substantial percentage from within the local area.
- 10.5 Overall as there are other alternative nearby facilities within a mile of the site that can be used for leisure purposes, it is considered the benefit from the creation of a new site for 65 - 85 children with profound and severe learning needs provides a greater benefit than the loss of the open space. The loss of immediate open space is outweighed by access for pupils with profound and severe learning needs whose equality of opportunity would be compromised, unlike mainstream pupils, as there would not otherwise be a local school place available to meet their school-place needs.
- 10.6 The EIA will be reviewed if the project is progressed to the delivery stage.

11 Corporate Implications

- 11.1 The Council has a duty to meet the school-place needs of primary and secondary-aged pupils living in North Somerset including those with special educational needs and disabilities. This project progresses plans identified in the Education Provision in North Somerset - A Commissioning Strategy 2018 – 2021 approved in September 2018 for the delivery of extra places for pupils with special needs.

12 Other Options Considered

- 12.1 We have the option to not expand the school and rely on meeting the needs of North Somerset pupils through commissioning places at schools and other settings outside of this area. The pressure on places is shared in the Southwest and the costs for places and travel will continue to rise as needs increase to well above the spends shown above. The High Needs Block is predicted to be £7.57m in deficit at the end of the 2020/21 financial year.
- 12.2 We could seek out a new site for the school and recommence the planning process. This would further delay the delivery of new places that, as can be seen in 1.2 above, is already showing demand far exceeding existing supply. Any new site would not be able to meet all of the requirements for the school and could also provide challenges in terms of local opposition of greenbelt disputes.

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Appendices:

Appendix 1 SEN NSC Cost Plan
Appendix 2 Stage 2-4 Reconciliation Chart
Appendix 3 Stage 2-4 Reconciliation
Appendix 4 Programme CP01
Appendix 5 Programme – Start on Site September 2021
Appendix 6 EIA Assessment
Appendix 7 Project Public Sector Equality Duty

Background Papers:

- CYPs Policy & Scrutiny Committee on 20 June 2019 ~ <http://apps.n-somerset.gov.uk/cairo/docs/doc29644.pdf>
- Full Council Initial Budget Approval for Developing the Scheme - £1m – <https://apps.n-somerset.gov.uk/Meetings/document/report/NSCPM-38-558>
- Executive Member for Children Services and Lifelong Learning Decision Sheet (PC 19) - <https://www.n-somerset.gov.uk/wp-content/uploads/2019/07/19-20-PC-19-Signed.pdf>.
- CSD43 Executive Member Decision for Baytree School 2nd site – <https://www.n-somerset.gov.uk/sites/default/files/2020-02/19%2020%20CSD%2043%20signed.pdf>
- Town & Village Green application - Planning & Regulatory Committee – <https://apps.n-somerset.gov.uk/Meetings/document/report/NSCPM-105-633>
- Planning Application Determination ~ Planning and Regulatory Committee - <https://apps.n-somerset.gov.uk/Meetings/ByCommittee/4/2020/75>

Baytree SEN School, Clevedon

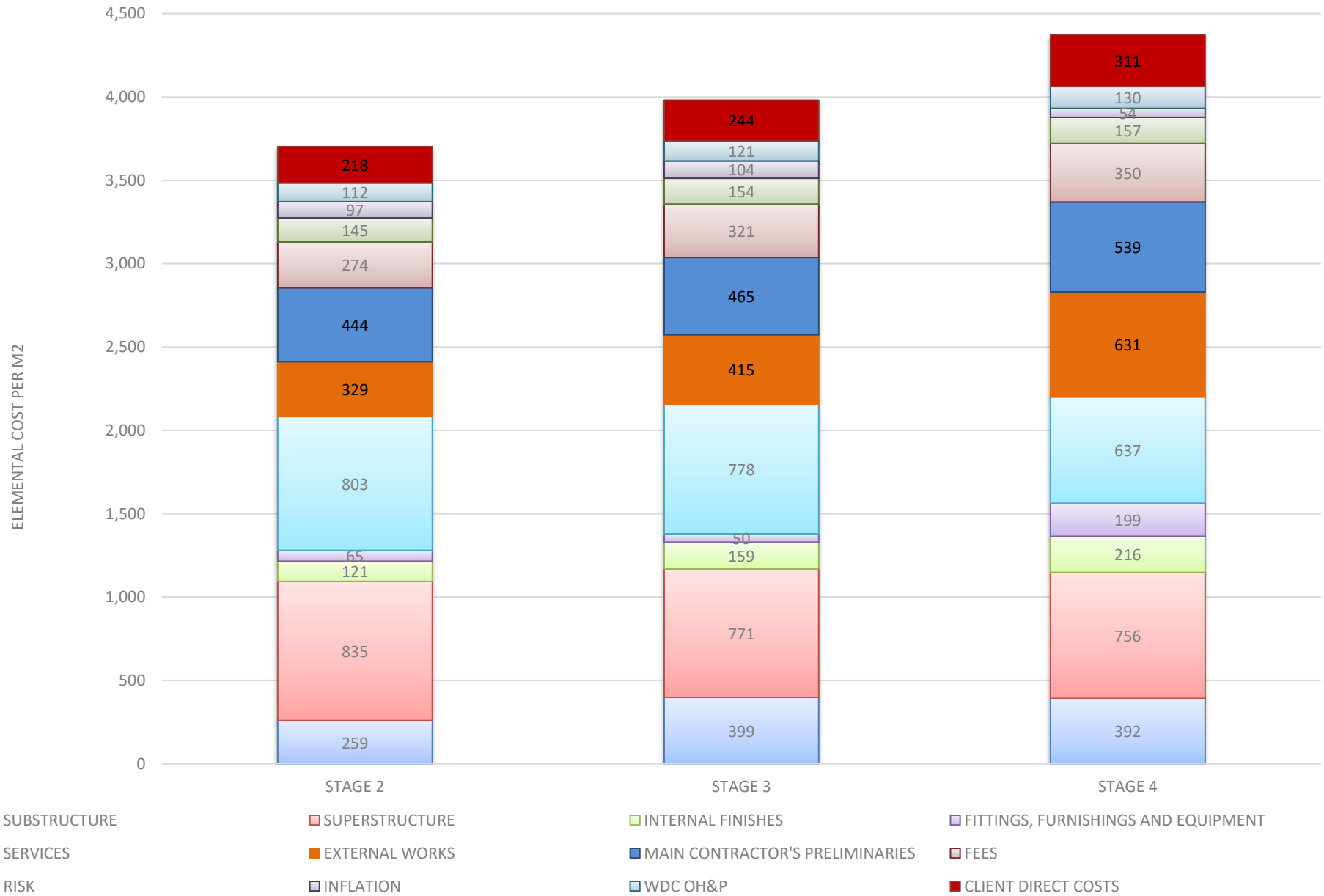
ELEMENTAL CONSTRUCTION COST PLAN SUMMARY - Pre-Construction

DATE: 22/01/2021

Budget: £		14,630,000	Cost: £ 14,630,000		Elemental Cost	% of Total Cost	3,345	m2
						GFA		
1	BASE BUILD COSTINGS - SCAPE PROJECT							Comments
1a	Preliminaries	People Costs (as Scape schedule)		WD	£ 1,245,308	8.51%	£ 372.29	
1b	Preliminaries Sub-Contractor	Equipment Costs		WD	£ 559,205	3.82%	£ 167.18	
1c	New Build Costs			WD	£ 1,312,574	8.97%	£ 392.40	
1d	Substructure, drainage Superstructure			WD	£ 363,981	2.49%	£ 108.81	
1e	Frame			WD	£ 491,546	3.36%	£ 146.95	
1f	Roof			WD	£ 628,002	4.30%	£ 188.04	
1g	External walls			WD	£ 388,018	2.65%	£ 116.00	
1q	Windows/ External Doors			WD	£ 500,815	3.42%	£ 149.72	
1h	Internal Walls and Partitions			WD	£ 154,823	1.06%	£ 46.28	
1i	Internal doors			WD	£ 175,973	1.20%	£ 52.61	
1j	Wall Finishes			WD	£ 358,757	2.45%	£ 107.25	
1k	Floor Finishes			WD	£ 188,534	1.34%	£ 56.36	
1l	Ceiling Finishes			WD	£ 664,545	4.54%	£ 198.67	
1m	Fittings, Furnishings & Equipment			WD	£ 1,289,594	8.81%	£ 385.53	
1n	Mechanical Services (Building)			WD	£ 841,963	5.76%	£ 251.71	
1o	Electrical Services (Building)			WD				
1p	ELEMENTAL SUB-TOTAL				£ 9,164,638	62.64%	£ 2,739.80	BCIS COST COMPARATOR
2	ABNORMALS			WD	£ 2,109,308	14.42%	£ 630.59	
2a	External Works			NSC	£ 530,000	3.62%	£ 188	NSC Provisional Sum
2b	FF&E/ICT							
2c	Abnormals	ABNORMALS SUB-TOTAL			£ 2,639,308	18.04%	£ 789.03	ABNORMALS
2d	Fee Percentage	£ 2,109,308	3.60%		£ 405,862	2.77%	£ 121.33	
2e	CONSTRUCTION TOTAL				£ 12,209,808	83.46%	£ 3,650.17	
3	DESIGN DEVELOPMENT							
3a	Design Development Risk	4.31%	OF ITEM 2j		526,047.27	3.60%	£ 157.26	
3b	Fee Percentage	3.60%	£ 526,047		£ 18,938	0.13%	£ 5.66	
4	PROFESSIONAL FEES							
4a	Architecture (Stage A-L)	£	1,023,698					
4b	Structural	£						
4c	Mechanical & Electrical	£						
4d	WD Design Management Fee	£	102,401					
	Professional Fees Total (Exc OHP)	£	1,126,099	9.22%	£ 1,126,099	7.70%	£ 336.65	
5	OTHER FEES & CHARGES							
5a	Main Contractor (Pre-Con)	£	33,800	0.28%				
5b	CDM 2015 (Incl in AWW)							
5c	Surveys and Precon Works							
5d	Ecology							
5e	Fee Percentage							
	Other Fees Total (Exc OHP)	£	33,800	0.28%	£ 33,800	0.23%	£ 10.10	
6	Fixed Price / Inflation Adj.				£ 181,000	1.24%	£ 54	
7	SCAPE Procurement Fee							
7a	WDC Scape Direct Fee				£ 12,453	0.09%	£ 3.72	
7b	Fee Percentage	3.60%	£ 317,201	Adj	£ 11,419	0.08%	£ 3	
8	WD CONTRACT SUM				£14,119,582	96.51%	£ 4,221.10	
9	NSC PM Fee			Actual	£ 176,583	1.21%	£ 52.79	Refer side cast
9a	NSC OS Fee			Actual	£ 63,560	0.43%	£ 19.00	Pick Everard fee
10	NSC CYPS Fee			Actual	£ 70,598	0.48%	£ 21.11	.5% Contract Sum
11	Planning Fees			Actual	£ 27,921	0.19%	£ 8.35	
12	Building Regs Fees			Actual	£ 5,353	0.04%	£ 1.60	
13	Legal Fees			Budget	£ 10,000	0.07%	£ 2.99	Alliance homes
14	Contingency			Budget	£ 160,000	1.09%	£ 47.83	NSC Contingency
15	FF&E/ ICT							Moved above the line
16	Rounding				-£ 3,597.00	-0.02%	-£ 1	
17	TOTAL PROJECT COST				£14,630,000	100.00%	£ 4,373.69 (m2)	
					Budget	£ 14,630,000		
18	Variance				£ 0	100.00%		

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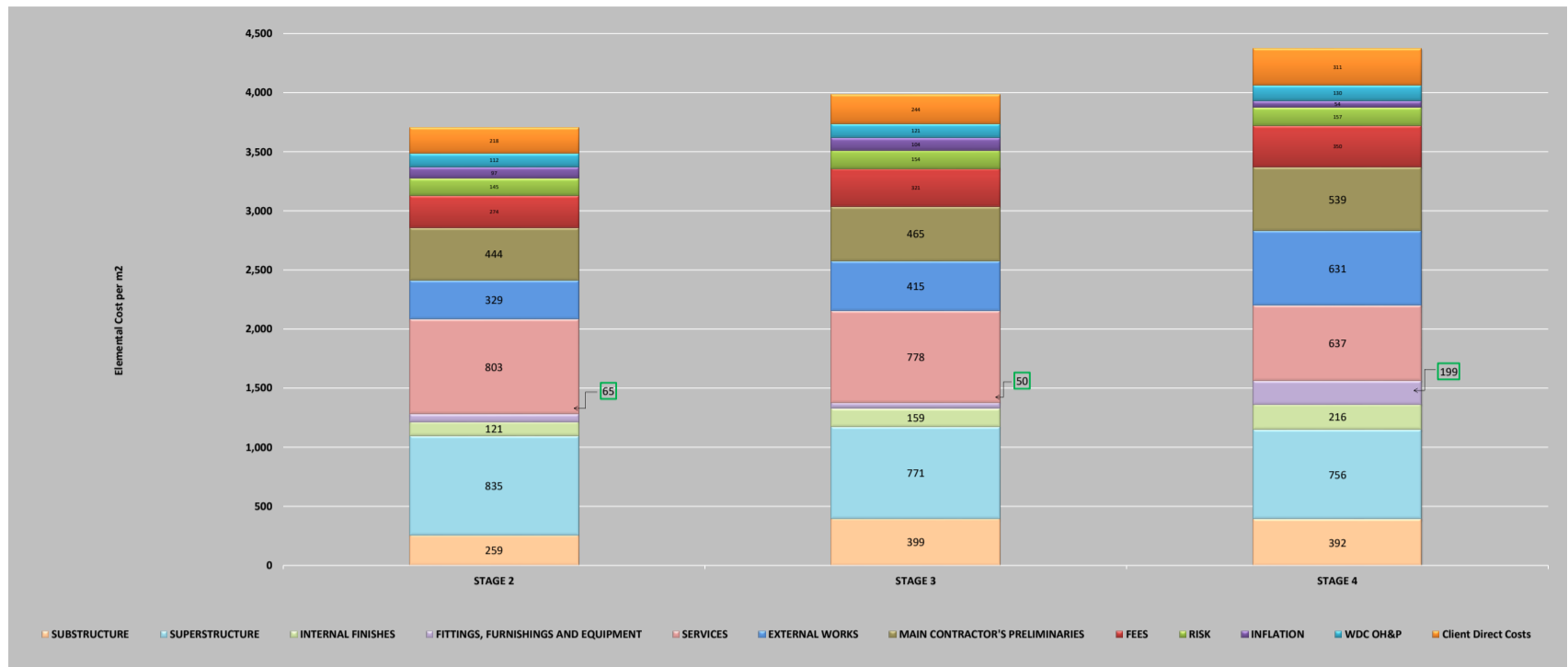
BAYTREE @ CLEVEDON SEN SCHOOL - ELEMENTAL COST PLAN RECONCILIATION



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BAYTREE @ CLEVEDON SEN SCHOOL - COST PLAN RECONCILIATION

DESCRIPTION	STAGE 2	STAGE 3	STAGE 4
Estimated Stage 5 (Construction) Duration	70 weeks	70 weeks	84 weeks
GIA (m2)	3,365	3,390	3,345
Date	May-19	Jan-20	Dec-20



DESCRIPTION	STAGE 2	Cost/M2	STAGE 3	Cost/M2	STAGE 4	Cost/M2
SUBSTRUCTURE	872,545	259	1,352,844	399	1,312,574	392
SUPERSTRUCTURE	2,810,396	835	2,614,919	771	2,528,185	756
FRAME	788,400	234	563,500	166	363,981	109
UPPER FLOORS	117,775	35				
ROOF	700,890	208	733,076	216	491,546	147
STAIRS AND RAMPS	5,014	1				
EXTERNAL WALLS	405,933	121	464,800	137	629,002	188
WINDOWS AND EXTERNAL DOORS	295,138	88	297,550	88	388,018	116
INTERNAL WALLS AND PARTITIONS	410,530	122	429,006	127	500,815	150
INTERNAL DOORS	86,716	26	126,987	37	154,823	46
INTERNAL FINISHES	406,825	121	539,094	159	723,264	216
WALL FINISHES	100,950	30	114,514	34	175,973	53
FLOOR FINISHES	134,600	40	257,132	76	358,757	107
CEILING FINISHES	171,275	51	167,448	49	188,534	56
FITTINGS, FURNISHINGS AND EQUIPMENT	217,617	65	170,018	50	664,545	199
SERVICES	2,702,252	803	2,637,752	778	2,131,556	637
EXTERNAL WORKS	1,105,440	329	1,407,269	415	2,109,308	631
MAIN CONTRACTOR'S PRELIMINARIES	1,495,206	444	1,575,206	465	1,804,513	539
TOTAL	9,610,280	2,856	10,297,102	3,037	11,273,945	3,370
FEES	923,504	274	1,087,001	321	1,172,352	350
RISK	486,904	145	523,314	154	526,047	157
INFLATION	327,849	97	352,365	104	180,999	54
WDC OH&P	376,643	112	408,875	121	436,239	130
TOTAL	11,725,180	3,484	12,668,657	3,737	13,589,582	4,063
Client Direct Costs	733,000	218	828,000	244	1,040,418	311
TOTAL	12,458,180	3,702	13,496,657	3,981	14,630,000	4,374

DESCRIPTION	STAGE 2	STAGE 3	STAGE 4
SUBSTRUCTURE	General allowance for preparation, strip foundations and ground slab	More specific allowances for proposed foundation design based on ground conditions	No significant changes from Stage 3
SUPERSTRUCTURE	Allowance for Steel frame based on benchmark data General Allowance for a Specialist Roof system including Drainage, Rooflights and Access Hatches Brickwork	Frame allowances reduced based on Stage 3 design Other allowances and cost plan elements based on developing design	No significant changes from Stage 3 overall Final Frame and Roof costs below Stage 3 cost plan allowances but offset by increases in External Walls, Windows and Internal Partitions costs.
INTERNAL FINISHES	Standard internal finishes allowances	Standard internal finishes to walls and ceiling Specialist flooring systems to halls	Market tested package costs for finishes above Stage 3 allowances
FITTINGS, FURNISHINGS AND EQUIPMENT	Allowances for standard fixed furniture and kitchen equipment	Allowances for standard fixed furniture and kitchen equipment	Allowances for standard fixed furniture and kitchen equipment. Hoists and Hydrotherapy Pool moved from Services, now includes specialist equipment.
SERVICES	General services plus the inclusion of the Hoists and Hydrotherapy Pool	General services plus the inclusion of the Hoists and Hydrotherapy Pool	General services throughout. Hoist and Hydrotherapy Pool moved to FF&E
EXTERNAL WORKS	General allowances for earthworks, soft and hard landscaping including play areas, footpaths, carparks and street furniture	Increased cost plan allowances reflect developed design and increase in earthworks due to drainage requirements	Significant increases in scope of works since Stage 3, in particular roads, pavings and drainage elements. Increased scope of package subcontractor and resulting time on site recognised in increases subcontractor preliminaries costs for this element
MAIN CONTRACTOR'S PRELIMINARIES	Proposed 70 week Programme	Proposed 70 week Programme	Proposed 84 week Programme. 14 additional weeks of WDC People, Equipment, Attendance and Temporary Facilities/Services
FEES	Allowances as per PCSA	Additional fees as per PCSA and additional surveys, etc	Additional pre-construction and construction period fees due to additional scope of works, design changes and increased programme duration
RISK	General allowances for risk as appropriate for Stage 2	Pro-rata increases in % allowances due to increase above	Design development risk has reduced due to some of that risk being incorporated into final Stage 4 design and associated costs. Pro-rata increases in % allowance for construction risk due to increase above
INFLATION	General allowances for inflation as appropriate for Stage 2	Pro-rata increases in % allowances due to increase above	Pre-tender inflation now included in package costs. Construction inflation increased due to programme changes.
WDC OH&P	% mark up as prescribed by Scope agreement	Pro-rata increases in % mark ups due to increase above	Pro-rata increases in % mark ups due to increase above
Client Direct Costs	Based on allowances at the time for proposed programme durations	Enhanced allowances at the time as advised by the Client	Additional allowances for internal and external QS fees, as well as other client direct costs, due to programme changes

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North Somerset Council – Equality Impact Assessment
School Organisation Process – expansion of Baytree Special School

This template is for use where an initial assessment has been completed and has identified a potential medium or high risk for service users or staff. It should be used for the following:

- During the development or amendment of council policies
- When incorporating equality and diversity into annual team plans
- At the start of any new procurement or commissioning exercise

Service area:	Strategic Planning & Governance, People & Communities Directorate
Equality impact assessment owner:	Sally Varley
Review date:	September 2019/ Updated November 2019 and (for context only) in February 2021

Service User Impact (High, medium or low)	
Before mitigating actions	After mitigating actions
M/H	M
Updated to: M	L

Staff Impact (High, medium or low)	
Before mitigating actions	After mitigating actions
M/H	L
Updated to: L	L

Section 1 – The Proposal

1.1 Background to proposal – maximum 250 words

- 1.1.1 The Council is proposing the creation of a second site for Baytree Special School with facilities to meet the needs of pupils with Severe and Profound Learning Difficulties. The numbers of non-ambulant pupils with complex medical needs are increasing and the current site is not capable of expansion or the level of significant modification necessary to cater for existing demand.

A review of thirteen sites had initially been undertaken and a location in Clevedon – Brookfield Walk – had been identified as a preferred site. It is hoped that in having additional places for pupils with Severe and Profound Learning Difficulties across the current and a new site, the needs of these pupils will be met through the facilities available at the two locations.

February 2021 - At part of the planning application process an extended review of potential sites was undertaken and of 528 reviewed, Brookfield Walk remained the preferred site.

Is there a budget reduction associated with this proposal?

If yes, please describe financial impact.

- 1.2.1 No – officers had intended to request an allocation of c£11.5 – 12.5m towards creating new facilities to meet the needs of pupils with Severe and Profound Learning Difficulties.

February 2021 - Following the completion of the RIBA Stage 4 design stage process, with additional site and planning requirements and following delays in obtaining planning approval (that is still undetermined), the cost of the scheme, if it receives planning permission to go ahead, will be increased to £14.63m.

1.3 Who is likely to be affected by these proposals?

- 1.3.1 Children with Severe and Profound Learning Difficulties and their families are likely to be affected by these proposals. Some may benefit from a school site closer to their home whilst others may have further to travel. Care has been taken to seek out a new site that is easily accessible from all parts of North Somerset to mitigate any adverse travel changes.

Post-Consultation Update

The consultation confirmed that generally children with Severe and Profound Learning Difficulties and their families are likely to be positively affected by these proposals. A school designed to meet their requirements and provide greater numbers of places will enable their needs to be better met and potentially avoid the need for out of the area placements.

The need for the expansion of Baytree School in relation to equality is summed up by a quote from the consultation responses:

"The need for the second Baytree is huge I would never ever want another parent to go through the struggles that I've gone through! Hoping for the best outcome possible so our children are given the same chance in life as children without additional needs. Every child is equal and every child that requires a special educational needs school should have the same rights as a child in a mainstream school."

Some pupils and their families may positively benefit from a school site closer to their home whilst others may be negatively affected by having to travel further. Having a choice of two locations may provide options to reduce transport overall, especially where a local place that previously would not have been available can be offered.

Disabled people living close to the site may be differentially adversely impacted by the loss of the open space as they may find it harder to travel any extra distance to other local sites. The consultation asked if anyone had any concerns about equality matters that they would like to raise. There was a response regarding a person with a disability who a respondent felt might be adversely impacted by the removal of access to the site as it would compromise their opportunity to access nearby play space.

Others shared that the creation of a new school site in Clevedon will remove access to the site from the local community. There were concerns raised that the rights of those living close to the Brookfield Walk site could be disadvantaged by the removal of open space. One of the responses stated:

"Whether you have a disability or not, everyone should be treated equally. Residents in Brookfield walk are not being treated equally. Our quality of life and right to open space and community would be removed if the school expanded to Brookfield walk"

North Somerset Council – Equality Impact Assessment

Concerns were raised for those locally who could be affected due to their age. Older and younger people could be differentially affected by the loss of the space. This includes children who may play on the site or older people who may access the site for, for example, walking their dog. They may find it more difficult to travel any extra distance to other local sites.

1.4 Please detail below how this proposal may impact on any other organisation and their customers

- 1.4.1 Pupils at Baytree Special School are supported by health and social care colleagues. Some may benefit from a school site closer to their office base whilst others may have further to travel. There are no proposed changes anticipated that will affect extended community activities at the current site in Weston and it is envisaged that similar community provision will be offered at the new site (i.e. use of the hydrotherapy pool to community / health groups).

Staff at Baytree Special School will be affected for the same travel reasons as above.

Post-consultation Update

At this time 44 members of school staff responded to the consultation questionnaire question about equality. Of these, 41 had no concerns, two had no view and one member of staff raised an equality concern stating:

“Should be near Baytree school at highlands lane”

The individual concerned did not indicate whether they are classified as having a Protected Characteristic. No specific concerns that disproportionately impact on existing staff with the Protected Characterises were raised.

- 1.4.2 Residents living close to the chosen site may oppose the option to build a special school close to their homes. Often when delivering new or expanded schools, local neighbours have genuine concerns about excess travel to and from the site affecting their existing journeys and a loss of space or aspect from their homes.

Post-consultation Update

At this time thirty-six close neighbours to the site submitted a consultation questionnaire. Fourteen neighbours had no equality concerns, five had no view and seventeen expressed concerns. The removal of local space for a child who has a disability was detailed. Some neighbours spoke of not listening to the concerns of local residents on issues such as the removal of the quality of

North Somerset Council – Equality Impact Assessment

the environment for local residents or of not building close to the M5. It is noted that good air quality is a requirement for the site. An Air Quality Assessment completed in January 2019 confirmed that the quality was rated as A (A being the highest rating within A-C where there are 'no air quality grounds to refuse a planning application). Further tests are ongoing.

No additional comments about an impact on people with other protected characteristics were made.

Section 2 – What Do We Know?

2.1 Customer/staff profile details – what data or evidence is there which tells us who is, or could be, affected?

- 2.1.1 The groups that may be affected by the creation of a 2nd site for Baytree Special School are: Disabled people, potentially staff and people on a low income. There could be a disruption to transport arrangements for anyone connected to the school which needs to be considered as part of the process, this may or may not be positive change, depending on individual circumstances.

As at November 2019 information regarding immediate stakeholders of Baytree Special School were as indicated below.

Pupils

Our data showed that 68 pupils attending Baytree Special School lived the following distances from the school:

Distance from School	Numbers of Pupils	Current Mode of Travel
0 – 3 miles	17	Parent drop off (Car)
3 – 6 miles	28	Minibus
6 – 10 miles	13	Minibus
10 – 15 miles	6	Minibus
Over 15 miles	4	Parent drop off / taxi / Minibus

Should all these pupils be recommended for education at the preferred 2nd site, the data could change as below:

Distance from School	Numbers of Pupils	Current Mode of Travel
0 – 3 miles	4	Parent drop off (Car)
3 – 6 miles	12	Minibus
6 – 10 miles	24	Minibus

North Somerset Council – Equality Impact Assessment

10 – 15 miles	26	Minibus
Over 15 miles	2	Taxi / Minibus

The creation of the new site is an expansion therefore not all pupils or staff will transition to the 2nd site for Baytree Special School and therefore the impact will depend on which pupils and staff do transfer. The decision to place CYP will be based on the provision that best meets their needs; Baytree Weston will cater for CYP with Severe Learning Difficulties and CYP with an Autism diagnosis, whereas Baytree new site will cater for CYP with profound and multiple learning difficulties and associated complex health and physical needs. However individual consultations will take place with the CYP families and the distance and journey time will be a factor whilst allocating the existing and future CYP across the two provisions.

2.1.2 Our data showed the 67 staff (teaching and non-teaching) working at Baytree Special School live/lived the following approximate distances from the school:

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Teaching staff

Distance from School	Numbers of Staff	Current Mode of Travel
0 – 3 miles	3	Car
3 – 6 miles	2	Car
6 – 10 miles	2	Car
10 – 15 miles		
Over 15 miles	5	Car

Support Staff

Distance from School	Numbers of Staff	Current Mode of Travel
0 – 3 miles	32	Car
3 – 6 miles	14	Car
6 – 10 miles	3	Car
10 – 15 miles	3	Car
Over 15 miles	3	Car

North Somerset Council – Equality Impact Assessment

As we do not know at this early stage which members of staff could be asked to work from the new site, we have shown in the table below what could happen if all the staff were to move to the new site based.

Teaching staff

Distance from School	Numbers of Staff	Current Mode of Travel
0 – 3 miles		
3 – 6 miles		
6 – 10 miles	5	Car
10 – 15 miles	5	Car
Over 15 miles	2	Car

Support Staff

Distance from School	Numbers of Staff	Current Mode of Travel
0 – 3 miles	1	Car
3 – 6 miles	3	Car
6 – 10 miles	32	Car
10 – 15 miles	17	Car
Over 15 miles	2	Car

The vision and aspirations, alongside the leadership and management of the school will remain unchanged. It is hoped the increase in provision and new facilities will offer greater opportunities for pupils and staff alike.

By retaining the current site, it is hoped that employment for those who would not be able to afford to travel at extra cost to the new site could continue to work at their current location.

As the existing Baytree site will remain and staff will be consulted individually, it is expected most staff living within 3 miles of the existing site may remain working at Baytree Weston whilst the staff living closest to the new site will be prioritised to move to Baytree new site. This will also be dependent on which pupils are re-located as staff support specific pupils.

The creation of the new site will also result in the need to appoint new members of staff, which we forecast to advertise and recruit a substantial percentage from within the local area.

North Somerset Council – Equality Impact Assessment

Post-consultation Update

Some parents of pupils raised concerns that travel between sites could be problematic, especially if major road network incidents affect normal journey times.

With regards to staff, if all moved to the new location, based on the current staff more would travel further. It should be noted however that the whole school is not expected to move to the new location. The leadership of the school would work with staff to consider how best to allocate staff locations. Options to explore and consolidate vehicle use and methods of transport would be considered in any decisions. No specific concerns that impact on employees with Protected Characteristics were raised.

There were two responses made by (or on behalf of) pupils of the school. Both responses were in support of the expansion. *“Without an expansion Baytree, kids who desperately need the kind of specialist support they can provide will continue to go without. This is massively inequitable and must be addressed by the provision of these additional facilities.”*

The equality concerns highlighted that without an expansion of Baytree Special School the pupils who need specialist support may continue to go without it locally. It positively supported the need for expansion feeling that a progression of the project would resolve an inequitable position.

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2.2 What does the data or evidence tell us about the potential impact on diverse groups, and how is this supported by historic experience/data?

- 2.2.1 Most pupils attending Baytree Special School are entitled to free home to school transport. It is hoped the maximum addition to any journey time to and from school will be around 10 – 15 minutes. For many new pupils the journey times to establishments outside the district will be brought to within the statutory guidelines.

Best practice suggests journey times to be kept to a maximum of c45 minutes for primary aged pupils and c75 minutes for secondary aged pupils.

North Somerset Council – Equality Impact Assessment

Post-consultation Update

As pupils have not been identified to attend a 2nd school site, if approved, no specific impacts can be assessed at this time. As set out above parents raised concerns that travel between sites could be problematic, especially if major road network incidents affect normal journey times. An analysis of the project travel distances is set out at 2.1.1.

The Home to School Transport Team have run scenarios to identify how many pupils would have a journey that lasted longer than the guidelines of 45 minutes for primary-aged and 75 minutes for secondary-aged pupils if all pupils attended either the current site or the proposed site in Clevedon. The opportunity for more students to have journey times within the recommended limits could be increased if transport was a deciding factor when determining the best site to meet the child’s individual needs. Which children will attend which site will be based on the needs of the pupil, their peer group needs and one to one discussions with parents. Journey times would be part of these conversations with pupils and parents when deciding which site is most appropriate.

Summary - using current Baytree pupil home locations	No. primary pupils’ journey over 45 mins	No. secondary pupils’ journey over 75 mins	Total pupils over desired journey time
Pill Scenarios	16	1	17
Yatton Scenarios	11	0	11
Churchill Scenarios	11	0	11
Gordano Scenario	14	0	14
Nailsea Scenario	13	2	15

North Somerset Council – Equality Impact Assessment

Clevedon Scenario	9	1	10
Baytree current site	11	0	11

The equality concerns raised positively supported the need for expansion feeling that a progression of the project would resolve an inequitable position for pupils unable to access local provision who may need to attend a school outside the district if extra places are not provided.

2.3 Are there any gaps in the data, for example across protected characteristics where information is limited or not available?

- 2.3.1 No. Consultation has not yet occurred with the local community. Once we have been given permission to undertake consultations with the local community this will identify any potential issues with wider stakeholders and people with protected characteristics. The EIA will be updated as part of the decision making and planning process.

Post-consultation Update

Most of the responses received to the consultation supported the creation of new places for pupils with SEND to resolve potential deficits in the equality of opportunity for pupils with profound and severe learning needs. Consultees were asked to raise concerns and the information provided has enabled a review of needs to be undertaken.

2.4 How have we involved those that could be affected?

- 2.4.1 Once NSC have been granted permission to consult, it is envisaged that a public consultation with stakeholders will commence in the Autumn 2019. The parents, staff and governors of Baytree school have been made aware that officers have requested permission to consult for this proposed project. In addition, the local town council, district councillors, ward councillor, council officers, members of the education community and direct neighbours of the proposed site location of the school have been notified that permission to consult has been requested. The link to the report requesting permission was issued to these stakeholders and can be found at: <http://apps.n-somerset.gov.uk/cairo/committees/comidx199-2019.asp> A meeting with direct neighbours of the new site will be held separately in advance of the public consultation once permission to consult has been issued to obtain initial feedback.

North Somerset Council – Equality Impact Assessment

As Baytree Special School is a maintained school, NSC are the decision makers and as such have to follow the statutory guidance from the DfE for Making Significant Changes ('prescribed alterations') to maintained schools which can be found at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/756572/Maintained_schools_prescribed_alterations_guidance.pdf. A four-week consultation during term time will form part of this.

Post-consultation Update

The first stage of a public consultation ran from Thursday 19 September 2019 to Friday 25 October 2019. A consultation document and response form was also available on the Council's website at: http://consult.n-somerset.gov.uk/consult.ti/Expansion_of_Baytree_School/consultationHome

In addition to on-line paperwork and a questionnaire, statutory consultees, such as the parents of every registered pupil at the school, other LA's that commission places at Baytree, were personally invited to respond, as were the Diocese of Bath & Wells, the Diocese of Clifton, early years providers and schools and MAT's within North Somerset. Officers were available at nine different meeting and consultation events to explain the reasons for the consultations and to answer questions.

Overall there were 428 responses to the e.consult consultation. 96% of those responding agreed there is a need to create more places for pupils with Severe and Profound Learning Difficulties by September 2021. Slightly less than 2% opposed the recommendation and just over 2% had no view. 93% of consultees agreed that to take more pupils, Baytree Special School needs to expand onto a second site. 4% of consultees disagreed with this proposal whilst 3% had no view. When asked if the second site should be located within easy reach of most homes and within easy reach of the current Baytree Special School, 87% agreed with this proposal. Just under 5% disagreed and 8% had no view. Overall 90% supported the suggested proposals, 8% opposed the recommendations and 2% had no view.

13% of consultees indicated they had concerns about equality impacts, ranging from the needs of pupils with SEND to have a local school and equality of nearby provision to the removal of a local amenity for those who access the site for leisure. Support for a central location to meet the needs of pupils with profound needs across the whole district featured highly whilst others raised concerns about the removal of open greenbelt space and the impact on the local infrastructure with increased traffic and travel between sites. Some queried why the expansion couldn't be in Weston whilst others were grateful for a site in the north of the district. Concerns that the new site went against the Council's Climate Emergency were raised. Others recognised the inability of the current site to continue to meet needs that were desperately required for those needing this form of specialist school within North Somerset.

North Somerset Council – Equality Impact Assessment

Of those responding to the consultation , 49 had direct connections with the school, 67 were members of the community with a connection to the school, 39 were residents of Clevedon but not direct neighbours to the new site, 54 were members of the wider community, 36 neighbours of the proposed new site, 19 neighbours of the current site and 164 were classified as other stakeholders. In the category of other stakeholders, 17 identified as parents of children at Baytree Special School, 21 were parents of children with SEND and 5 were parents of children that had recently left Baytree Special School.

At the two public consultation events, of the 31 who attended the event on 7 October 2019, those who were not direct neighbours of the site supported the changes and c80% of the direct neighbours disagreed with the proposals. Of the 10 consultees who attended the 10 October 2019 event, most supported the change. A district and town councillor were opposed to the recommendation and two local residents gave no firm view.

At the events specifically for school stakeholders, of the 18 parents/grandparent, 9 staff and 1 local stakeholder, there was overall support for the changes. Parents understandably had concerns about the placing of pupils over more than one site, about travel to and between sites and about parity of provision. In determining which location the children will be educated at, every effort will be made to make sure the children’s needs are met as prescribed in the Education, Health and Care Plans.

There were two events with direct neighbours on 4 and 30 September 2019. Those present were supportive of the need for new places but steadfastly opposed to any building on the fields adjacent to their homes.

The school representatives who met with officers were fully supportive of the expansion proposals and potential location for the new places.

In addition to the above, one parish Council wrote in support of the proposals. The Town Council where the new site is proposed, and the local MPs did not respond.

2.5 What has this told us?

- 2.5.1 As we are at the beginning of the process, we are waiting approval to consult. Once we have received this permission and have consulted, we will be able to update the EIA.

North Somerset Council – Equality Impact Assessment

Post-consultation Update

The development of the school extension at Baytree Walk will have a very positive impact on disabled people through the provision of new school places that will better meet the needs of children with Severe and Profound Learning Difficulties and avoid pupils either not having a suitable place to meet their needs or avoid the need for an out of district placement.

As set out in above older, disabled and younger people could be differentially negatively affected by the loss of the space including a local person, who has a disability which was raised by a local resident.

In relation to play space there are 5 other play areas within a mile / 1.1 miles of the site. There is a playground in Cherry Avenue, 0.3 miles and 6 minutes walking time from the Brookfield walk site. Teignmouth Road playground is 0.4 miles and a 7 minutes walking time away from the area. The football pitches and play area at the end of Hazell Close / Homeground are 0.7 miles and 14 minutes walking time from the site and Clevedon Rugby ground is 0.8m away and a 16 minutes walking time from this location. Other nearby open spaces include the Coleridge Vale Road and Churchill Avenue play areas that are 1.1m away and 22 minutes walking time from the site. Play areas and Public Rights of Way are shown in the appendix.

For other users of the site including dog walkers there is a public right of way adjacent to Brookfield Walk development next to a local rhyne. It is used, along with a neighbouring field that borders the site, for activities such as running and dog walking. The development that includes Hazell Close, less than a mile away from this site, is a popular area for leisure activities including running and dog walking. Norton Woods are also under a mile from the site and a popular area for dog walkers and for families, although it is noted that in certain areas of Norton Woods dogs must be kept on their lead. It is also envisaged that the public will still have access to the orchard to the south to the proposed school site and access to existing public rights of way (PROW) in the close vicinity.

The school site needs to be at least 2ha in size to provide sufficient space for all the indoor and outdoor spaces required for the pupils it serves. The site at Brookfield Walk is 1.9ha. Consideration has been given to not including one area of land adjacent to the homes and its bordering field so this could be retained for community use. Regrettably this would remove necessary play space for the school that cannot be located elsewhere due to the need to provide drainage swales and to keep site material within this location for environmental reasons.

Asking Clevedon Town Council for a land swap of the Community Orchard for this area of land was also considered. The trees are a natural resource open to the whole community. Whilst the Baytree School pupils would and can have access to them, the area would not provide the play space needed for the school and therefore the potential land-swap was not pursued.

North Somerset Council – Equality Impact Assessment

Other than concerns about loss of open space for local people raised by some consultees, the consultation shows us that there is overwhelming support for the proposals which will have a significant positive impact on children who have SEND.

As there are other alternative nearby facilities within a mile of the site that can be used for the above purposes, it is considered the benefit from the creation of a new site for 65 children with profound and severe learning needs provides a greater benefit than the loss of the open space. The loss of immediate open space is outweighed by access for pupils with profound and severe learning needs whose equality of opportunity would be compromised, unlike mainstream pupils, as there would not otherwise be a local school place available to meet their school-place needs.

In relation to travel, which children will attend which site will be based on one to one discussions with parents to best meet the children's needs. Journey times would be part of these conversations with pupils and parents when deciding which site is most appropriate.

Are there any gaps in our consultation, what are our plans for the future?

As stated above. We will update the EIA once we have carried out a consultation.

Post-consultation Update

The consultation outcomes show support for continuing with the proposal to expand Baytree Special School.

North Somerset Council – Equality Impact Assessment
Section 3 – Assessment of Impact



Will the proposals included in this assessment have an impact on any of the following?	Actual or potential impact				Is the actual or potential impact negative, positive or both?
	High	Medium	Low	None	
<p>Page 103</p> <p>Disabled people</p>	X				<p>The new facilities will be of great benefit to pupils and staff, enabling special educational needs for a growing population to be met. The travel distance for some new pupils may be more advantageous than out of the district travel. For some existing Baytree pupils' journeys to the new site may be shortened, for others journeys may be longer.</p> <p>There is a risk if the school is not expanded through a second site that no further non-ambulant pupils can be educated on the current site as the numbers of pupils educated in classrooms on the ground floor may have been reached. These pupils would need to be educated away from North Somerset.,</p> <p><u>Post-consultation Update</u></p> <p>The consultation outcomes show support for continuing with the proposal to expand Baytree Special School to meet the needs of pupils with SEND who may not be able to secure a local school place if the project is not progressed.</p>

Page 104			X		<p>The assessment has increased to high positive in light of the consultation feedback. The actual impact cannot be assessed at this time as the pupils to be offered the new site, if progressed, have yet to be determined. This includes potential impact on changes, such as travel to a new site, that has yet to be assessed.</p> <p>Disabled people could be negatively affected by the loss of the space for recreational purposes including a local person who has a disability. This was raised by a small number of residents living close to the proposed site and has been added to the assessment. This has been assessed as low in view of the range of other local facilities available.</p>
	People from different ethnic groups			X	None
	Men and women			X	



						<p>likely to be made by women, as a consequence females are more likely to be affected by this proposed change.</p> <p><u>Post-consultation Update</u></p> <p>There have been no equality concerns raised by staff at the school. This assessment has remained as low negative in case those affected by the change have not yet identified the impact of the potential change in location on them directly.</p>
<p>Page 105</p> <p>Lesbian, gay or bisexual people</p>				<p>X</p>		<p>None</p>
<p>People on a low income</p>			<p>X</p>			<p>The cost of travel for those on a low income to a new site may be prohibitive. It is noted that most pupils at the school qualify for free home to school transport due to their disability.</p> <p><u>Post-consultation Update</u></p> <p>There have been no equality concerns raised by staff at the school or by parents in relation to low income. This assessment has remained as low negative in case those affected by the change have not yet identified the impact of the potential change in location on them directly.</p>



<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 106</p> <p>People in particular age groups</p>			X		<p>There may be an impact on parent/carers if they are of a particular age. This is not currently known. There is likely to be a positive impact on children of a certain age, as the additional facilities will ensure that they are able to be educated within North Somerset at Baytree school – either the new or the Weston site where without the provision they may no longer be educated at the school.</p> <p><u>Post-consultation Update</u></p> <p>There have been no equality concerns raised by staff at the school or by parents in relation to particular age groups.</p> <p>Older and younger people could be negatively affected by the loss of the space for recreational purposes however there is a range of other facilities and open space available locally.</p> <p>This assessment remains as low negative for the potential adverse impact. A positive impact of the new school for young people attending the school (high) has been added to the assessment.</p>
<p>People in particular faith groups</p>				X	<p>None</p>
<p>Transgender people</p>				X	<p>None</p>
<p>People who are married or in a civil partnership</p>				X	<p>None</p>

North Somerset Council – Equality Impact Assessment

Women who are pregnant or on maternity leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/> None
Other specific impacts, for example carers, parents; please specify	Parents and carers				
Please describe the impacts listed above	<p>Some parents and carers of children with Severe and Profound Learning Difficulties and their families may benefit from a school site closer to their home whilst others may have further to travel. Care has been taken to seek out a new site that is easily accessible from all parts of North Somerset to mitigate any adverse travel changes as far as possible.</p> <p><u>Post-consultation Update</u></p> <p>This assessment still applies post-consultation.</p>				
Does this proposal have any potential Human Rights implications? If 'yes', please describe	None are known				
Does this proposal have an impact on health inequalities? If 'yes', please describe	None are known				

Section 4 – Action

This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment will be reviewed in the future.

1. How has the Equality Impact Assessment informed or changed the proposal?

Careful consideration will be given to moving pupils already attending the existing site to the new site. Changes will either be made over an appropriate period of transition or the pupil can complete their education at the current site where such a change would affect their education of quality of health.

The continuation of provision at the current site should enable some posts for staff on lower-incomes to still be available.

Post-consultation Update

These considerations will need to continue to be applied.

2. What course of action could we take/have we taken to mitigate the identified impact?

The location of the preferred new site was partly led by the ease of travel for pupils and staff to get to this new location. A North Somerset significant town with accessible public and private travel routes is needed. Clevedon is a preferred location.

Post-consultation Update

These considerations will need to continue to be applied.

3. What are the plans to monitor the equality actual impact of this proposal?

This assessment will be reviewed at key stages of the build delivery – at this initial school organisation and planning consultation stage; at site delivery stage; prior to the opening of the new site. Prior to the decision to construct the school, a full public sector equality duty assessment will be made in addition to updating this EIA.

Post-consultation Update

These considerations will need to continue to be applied at each of the key milestones listed above as and if required. The next milestone for review of this EIA is if/once planning permission is granted and the scheme starts on site.

4. What are the plans to publish this Equality Impact Assessment?

It will be published alongside committee reports, decisions, the site planning application and made available on request as appropriate.

Post-consultation Update

As above.

Additional Note:

Councillors at the CYPS Policy and Scrutiny Committee meeting on 20 June 2019 requested a review of previously considered alternative sites is undertaken and considered by the Executive Member responsible for securing a site for the new school.

Additional Note Updated:

It is anticipated a planning application will be submitted early 2020 for a new school site on Brookfield Walk. The planning submission will include the applicant's justification as to why the development of a school in the Green Belt should be supported. The submission will also include a full Alternative Sites Assessment looking at potential locations across the whole district alongside the thirteen sites asked to be reviewed by the CYPS Policy and Scrutiny Panel. The latter were re-assessed by the Executive Member for Business, Economy and Employment. Brookfield Walk was designated as a potential 2nd site for Baytree Special School when Decision Sheet CSD43 was approved on 28 August 2019.

North Somerset Council – Equality Impact Assessment

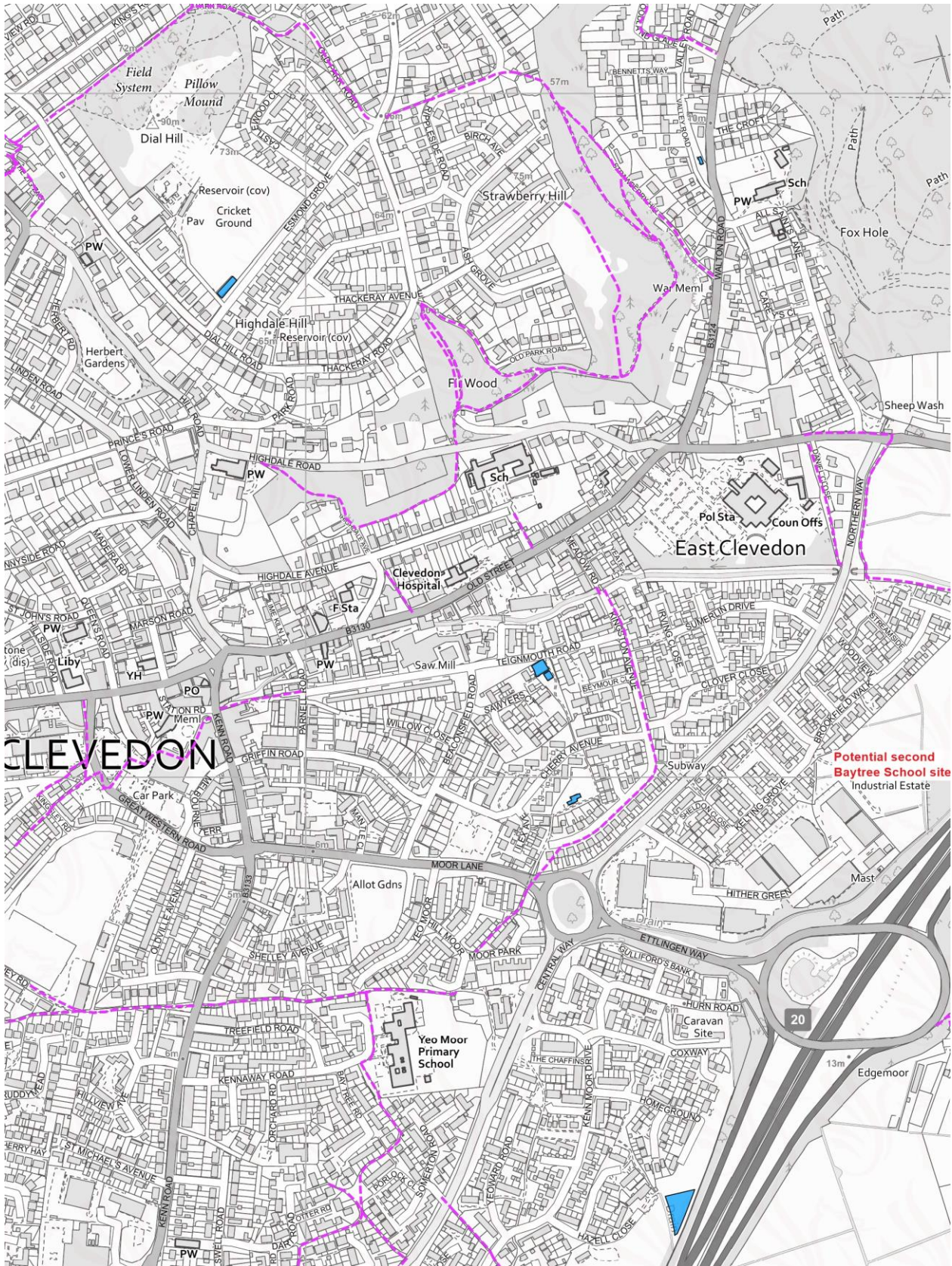
February 2021 Update

Although North Somerset Council's planning committee recommended approval of the application in September 2020, the planning rules require the council to refer the application to the Secretary of State for Homes, Communities and Local Government (SoS) if their decision is to allow major development in the Green Belt or when there is an objection from the Environment Agency and the site is in a flood risk area. As at February 2021, a response from the SoS is still awaited.

North Somerset Council – Equality Impact Assessment

Appendix

Map of Play areas and Public Rights of Way in close proximity to the proposed site.



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Public Sector Equality Duty – Delivery of the Baytree Special School Buildings

The Equality Duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all.

Consideration has been given within this Baytree School Expansion Project to how different people with protected characteristic under the equality duty, will be affected by the proposed expansion throughout the project. The protected characteristics considered are:

- age
- disability
- gender reassignment
- race – this includes ethnic or national origins, colour or nationality
- sex
- sexual orientation
- religion or belief – this includes lack of belief
- pregnancy and maternity

Discussions have occurred within project meetings and an Equalities Impact Assessment (EIA) has been carried out and will be updated at key stages throughout the project process.

During the public expansion consultation, a specific question was included in the questionnaire asking if stakeholders had any equality issues they wanted to raise. During each consultation event covering multiple stakeholders, those present were asked that if they had any concerns regarding equality. They could make these known to us directly or by writing on a designated notepad. No direct concerns were raised.

Within the expansion consultation only one equalities issue was raised for an individual. This was in relation to the anticipated loss of access to the proposed site to a local resident who is identified as having a protected characteristic of **disability**. Others who could be affected are children or older people who could suffer as a result of a loss of play space or the use of a nearby facility for, for example, dog walking. It is considered the impact on those who would benefit from the creation of a new site could be argued to provide overall a greater benefit than the loss to the person with a protected characteristic or to other young or older neighbours who, on the whole, have not stated explicitly they have an EIA concern or category.

The consultation did however confirm that the nature of the needs of the pupils to attend the school must be allowed for in any design and expansion location. The equality of opportunity for pupils to be able to access all learning areas of the school (inside and out) and move easily across the site has influenced its single-storey design on a flat site with doors, sliding where appropriate, to allow full wheel-chair access and as a non-negotiable. The school will not be exclusively for wheelchair users, but it needs to allow for equal access and accessibility for this group of learners. It is the aim that the pupils at school will be in a coherent peer group to learn with in the right learning environment and locality.

The site has been chosen as it is part of an existing community. This will allow pupils to walk or be assisted to access shops and other nearby amenities as part of their curriculum offer without the need always for vehicle journeys into a town. The school will be a member of the family of schools in Clevedon. The Clevedon location is central within the district to ensure parity, as far as possible, for those travelling to and from school in a location that can be accessible due to its road network links.

The design will significantly enhance the learning opportunities for all the pupils through the delivery of a purpose built, enabling and adaptive environment with a range of specialist rooms including Sensory Rooms, Hydrotherapy Pool and life skills space etc. The new provision will also support and enhance the wellbeing of staff and pupils through the use of specialist equipment such as overhead tracking hoists, sunken trampolines and sliding doors. The colours, surface finishes and textures used within the site will be influenced by the learning and sensory needs of its pupils.

Pupils at Baytree School have support and input from a range of professionals including Physiotherapists, Speech and Language Therapists, Disability Nurses etc. The creation of the new provision will enhance the partnership working and enable pupils' better access to these services through the creation of the right environments including a Specialist Physiotherapy room and visiting Therapist office spaces. Clevedon is also the location of the district's specialist early years provider, Springboard. The school and Council officers work closely with this organisation when assessing the needs of pupils before entering specialist provisions and when they transition to school. It is intended the new site will have facilities available to Springboard to further enhance this essential partnership.

In addition to the above, due regard has been given to the characteristics of **pregnancy and maternity** by enabling the use of rooms within the site for rest during pregnancy or for expressing milk if required.

The respect of the protected characteristic of **religion or belief** – which includes lack of belief, have been taken into account within the project. The school is experienced in providing spaces for reflection and remembrance. Whilst, for safeguarding reasons, a room away from the hub of the school will not be provided, rooms and an outdoor space within the school can be made available as required provision for prayer, reflection, quiet contemplation and the remembrance of those no longer with us.

The creation of a new school site in Clevedon will remove access to the site from the local community. Consideration was given during the project to those locally who

could be affected due to their **age**. This includes children who may play on the site or older people who may access the site for, for example, walking their dog. Again, it is considered the impact on those who would benefit from the creation of a new site could be argued to provide overall a greater benefit than the loss to those who may be able to use other local amenities for these activities. The school site needs to be at least 2ha in size to provide sufficient space for all the indoor and outdoor spaces required for the pupils it serves. The site at Brookfield Walk is 1.9ha. Consideration was given to not including one area of land adjacent to the homes and its bordering field so this could be retained for community use. Regrettably this would remove necessary play space for the school that cannot be located elsewhere due to the need to provide drainage swales and to keep site material within this location for environmental reasons. Asking Clevedon Town Council for a land swap of the Community Orchard for this area of land was also considered. The trees are a natural resource open to the whole community. Whilst the pupils would and can have access to them, the area would not provide the play space needed for the school. For this reason, a land swap was not pursued.

For children there is a playground in Cherry Avenue, 0.3 miles and 6 minutes walking time from the Brookfield walk site. Teignmouth Road playground is 0.4 miles and a 7 minutes walking time away from the area. The football pitches and play area at the end of Hazell Close / Homeground are 0.7 miles and 14 minutes walking time from the site and Clevedon Rugby ground is 0.8m away and a 16 minutes walking time from this location. Other nearby open spaces include the Coleridge Vale Road and Churchill Avenue play areas that are 1.1m away and 22 minutes walking time from the site. When discussing the loss of space at public meetings and when visiting the site it would appear many of the children locally will play away from this site on the nearby roads.

For dog walkers there is a public right of way adjacent to Brookfield Walk development next to a local rhyne. It is used, along with a neighbouring field that borders the site, for activities such as running and dog walking. The development that includes Hazell Close is a popular area for leisure activities including running and dog walking. This is less than a mile away from this site. Norton Woods are also under a mile from the site. This is a popular area for dog walkers and for families, although it is noted that in certain areas of Norton Woods dogs must be kept in their lead.

The expansion of Baytree school onto a second site, is not considered to adversely affect the other protected characteristics.

Further information relating to the project can be found in the links below:

<http://www.n-somerset.gov.uk/baytreeschoolexpansion>

<https://www.n-somerset.gov.uk/wp-content/uploads/2019/09/Baytree-consultation-key-facts-and-figures.pdf>

<http://www.n-somerset.gov.uk/wp-content/uploads/2018/09/Education-Provision-in-North-Somerset-a-commissioning-strategy.pdf>,

<http://consult.n->

[somerset.gov.uk/consult/ti/Expansion_of_Baytree_School/consultationHome](http://www.n-somerset.gov.uk/consult/ti/Expansion_of_Baytree_School/consultationHome)

<http://apps.n-somerset.gov.uk/cairo/docs/doc29644.pdf>

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North Somerset Council

Report to the Council

Date of Meeting: 23rd February 2021

Subject of Report: MetroWest Phase 1 - 2021/22 Budget

Town or Parish: All

Officer/Member presenting: Cllr James Tonkin, Executive Member for planning and transport

Key Decision: No

Reason:

Not an Executive Decision

Recommendations

The Council is asked to:

1. Agree to spend £7.392M for the 2021-22 financial year, in accordance with previous MetroWest reports, from the already secured project funding sources. This funding will progress technical work feeding into the Full Business Case, including completion of Development Consent Order process (DCO) and to commence the detailed design.
2. Notes that reporting of spend against this allocated budget will form part of monthly Capital Programme financial reports to the Executive.
3. In the MetroWest Phase 1 report to 10th November 2020 full council meeting, it indicated that officers are working on opportunities mitigate the time delay of 9 months, to the project caused by Covid. Should these opportunities involve accelerating works and therefore spend these will be outside of the above allocation but part of the total project costs.

1. Summary of Report

- 1.1. MetroWest Phase 1 (the Project) proposes to upgrade the existing local train service for the Severn Beach Line and the Bath Spa to Bristol Line (Phase 1A) and re-open the Portishead rail line with stations at Portishead and Pill (Phase 1B). The Project is being promoted by North Somerset Council and the West of England Combined Authority (WECA) on behalf of the authorities across the West of England including; Bath & North East Somerset, Bristol City and South Gloucestershire Councils. The Project forms part of a wider MetroWest programme to deliver strategic enhancements to the local rail network over the next 10 years.

- 1.2. This report seeks 2021-22 budget authorisation only. A detailed project update report was taken to Full Council on 10th November 2020, outlining programme and project status and risk profiling. This relates to MetroWest Phase 1A and Phase 1B.

2. Policy

- 2.1. The project is identified in the Joint Local Transport Plan 4, and North Somerset's Core Strategy as a priority for early delivery. Re-opening the Portishead line was also included in the 2007 Replacement Local Plan and successive Local Plans over a number of decades. MetroWest contributes to the package of infrastructure to support the delivery of housing land in North Somerset through urban intensification, job creation and sustainable growth. As part of a wider package of public transport advancements across North Somerset and the region, the project will promote alternatives to car use and improve the resilience of the existing and future highway network.
- 2.2. The delivery of the project aligns with the vision and priorities set out in the North Somerset Council Corporate Plan 2020 – 2024. The project underpins 'An open, fair and green North Somerset Council', through the delivery of a mode of transport that will be accessible to all including young and elderly people (many of whom have limited access to transport), with step free access to station platforms enhancing transport equality. This is reflected in the Council's priorities to achieve:
 - A thriving and sustainable place
 - A council which empowers and cares about people
 - An open and enabling organisation

3. Programme Overview and Milestones for 2021-22

- 3.1 Development Consent Order (DCO) - As reported to Full Council on 10th November 2020, the Development Consent Order (DCO) examination is underway and is progressing in accordance with the timescales set out by the Examining Authority. Issue Specific Hearings took place on 11th and 12th January 2021 and further hearings are scheduled for 2nd to 4th March 2021. Each series of hearings is followed by deadlines for various written submissions. The examination is due to conclude on 19th April 2021 and a decision by the Secretary of State for Transport is anticipated by December 2021. Following the closure of the examination there will be several weeks of work to conclude various DCO related documentation.
- 3.2 Technical and Detailed design - As reported to Full Council on 10th November 2020, the Delivery & Procurement Strategy is scheduled to be finalised by the end of January 2021 with the West of England Combined Authority (WECA) and Network Rail. The next major task is to prepare the documents for the invitation to tender (ITT) for the design and build contract and then issue the ITT to the market. It is anticipated the ITT will be issued around June 2021 and the formal tender process will be completed by December 2021, which aligns with the timescale for the DCO decision. The 'design' part of the design and build contract (known as GRIP 5) will then be awarded to the successful contractor around January 2022. The detailed

design will then be fully underway and it anticipated that all design deliverables will be completed by late 2022.

- 3.3 Full Business Case Approval - The Full Business Case is anticipated to be completed in late 2022 / early 2023 and will then be submitted to NSC Full Council, WECA Committee / WoE Joint Committee and the Department for Transport. While the Department for Transport process the Full Business Case including a process called Rail Network Enhancement Pipeline Decision to Deliver, the project will in parallel implement package of enabling works (eg utility diversions) subject to future authorisation and to begin the process of compiling documents for the discharge of the planning conditions (known as DCO Requirements). Following the approval of the Full Business Case the 'build' part of the design and build contract will be awarded and the construction works will commence in 2023.

4. Consultation

- 4.1. Extensive public consultation has been undertaken over several years on the project proposals. The response to the consultations was very high with almost 2,000 separate responses received over both stages and the level of support for the scheme is also very high with 95% of community respondents fully or mainly in support of the proposals. Further information on the project consultation is set out in the DCO Consultation Report which is a DCO application document and is available from:
<https://infrastructure.planninginspectorate.gov.uk/projects/south-west/portishead-branch-line-metrowest-phase-1/?ipcsection=docs>

5. Financial Implications

- 5.1. The estimated capital out-turn cost of the project is £116.4M, as set out in detail in the project Outline Business Case in December 2017, of which £22.396M has been spent to date, up to the end of December 2020. The project budget sources and spend are set out in the table 1 below.
- 5.2. It has been agreed with WECA , as joint promotor, that we will be drawing firstly upon Infrastructure Funding of £5.860m, with £1.532m of EDF funding making up the balance for 21/22 financial year spend.

5.3. Table 1. Project Budget

Funding Source	Total Funding Secured	Spend to date 20-21 Month 9
Local Growth Funding (Prep Costs Award 2015)	£8,846,000	£8,846,000
Local Growth Funding (Prep Costs Award 2018)	£1,700,000	£1,700,000
Local Growth Funding (Prep Costs Award 2019)	£500,000	£500,000
Local Growth Funding (Prep Costs Award 2019)	£11,650,719	£5,746,414
Change Request Aug 2020 to swap LGF to EDF	-£1,672,000	n/a
Total Local Growth Funding	£21,024,719	£16,792,414
Economic Development Funding (Swapped with LGF)	£30,703,281	£0
Change Request Aug 2020 to swap LGF to EDF	£1,672,000	n/a
Total Economic Development Funding	£32,375,281	£0
Contributions to date by four Councils	£4,413,000	£4,413,000
NSC additional contribution Dec 17	£5,860,000	£1,190,589
WECA contribution Infrastructure Fund Dec 17	£5,860,000	£0
NSC additional contribution	£15,000,000	£0
DfT Contribution via CP6 Rail Network Enhancements Pipeline	£31,900,000	£0
Total	£116,433,000	£22,396,003

5.3 To date £16,792,414 of Local Growth Funding (LGF) has been spent on preparation costs, the remainder has been allocated from local contributions from the authorities.

5.4 The forecast spend for 2021/22 is up to £7,392,650, Table 2 below sets out a breakdown.

Table 2. Forecast Spend for 2021/22 – Phase 1B Portishead Branch Line

Cost Centre	Description	Cost Type	Total
KDT509	Programme Communications	Prof Serv	£4,000
KDT510	NSC & WECA Project Management & PMO	Prof Serv	£800,000
KDT506	Communications	Prof Serv	£20,000
KDT503	Business Case Modelling/Appraisal	Prof Serv	£20,000
KDT502	Environmental Impact Assessment & HRA	Prof Serv	£390,000
KDT505	Estimating, Procurement, Commercial	Prof Serv	£60,000
KDT507	DCO - Legal & Planning	Prof Serv	£990,000
KDT504	Highways/utilities - design/development	Prof Serv	£280,000
KDT501	Rail - GRIP 1-5 design/development	Prof Serv	£3,477,500
KDT511	Land Agent Services excl land acquisition	Prof Serv	£270,000

	Contingency @10%	Prof Serv	£631,150
	Sub-total		£6,942,650
	Land acquisition by negotiation	Land	£300,000
	Enabling / Ecology Works	Works	£150,000
	Grand Total		£7,392,650

5.5 The project has a quantified risk register with a total risk allowance of £22M allocated within the £116M overall project budget. However, there are some key financial risks, which require highlighting as follows.

- Review of the impact of Covid-19 on market prices and likely programme delay. Discussions are taking place at a senior level of understand the full impact of this fast moving situation. The Procurement of the main contractor will start in March 2021 and due to complete December 2021. This will give us detailed costings, from which we can extrapolate any Covid-19 impact.
- As the project is utilising capital funding there remains a risk of revenue reversion should the project not be delivered. In such an event if part of the project is delivered it may be possible to limit the revenue costs arising, through the submission of the DCO, delivery of phase 1A, and the purchase of any assets.
- Further work is underway to refresh estimated delivery costs post submission of the DCO Application. Any change to the £116M current estimated capital out-turn will be taken through the Governance boards and reviewed in the context of the existing project risk allowance, design and procurement options; with any recommendations from these boards being brought back to Council, with the objective of maintaining the £116M budget allocation.

5.6 There are a number of factors that have potential to cause project cost escalation beyond the risks identified in the risk register and provided for within the £22M risk budget. These factors are sometimes referred to as the known unknowns. These factors include:

- the project is dependent upon multiple formal processes that are not in the control of NSC / WECA,
- the project entails a major investment on an asset base that is not owned and operated by NSC / WECA, and this results in additional commercial complexity that cannot be fully known at this stage,
- there has been a number of high profile cost escalations within the rail industry in recent years, from very large national rail projects, to regional and local projects.

5.8. These wider project risks are under continual review by the project team, sponsors and the S151 officers. Concluding the DCO examination by April 2021 and achieving a successful decision by the Secretary of State for Transport by December 2021 will reduce the wider risk exposure and will provide greater certainty that the project will be delivered. Furthermore, the completion of the detailed design (GRIP5) and the Full Business Case by late 2022 / early 2023

(which will identify the remaining delivery risks) will enable a decision to be made jointly by NSC Full Council and WECA Committee on the award of contracts to deliver the project.

6. Legal Powers and Implications

- 6.1. The Development Consent Order has a range of legal implications which are set out in the report to Council at its meeting of 25th June 2019.
- 6.2. <https://apps.n-somerset.gov.uk/Meetings/document/report/NSCPM-38-603>

7. Climate Change and Environmental Implications

- 7.1. MetroWest Phase 1 requires an Environmental Statement to support the Development Consent Order (DCO) application. Climate change and environmental implications have been assessed in the Environmental Statement. The Environmental Statement is a key DCO application document and is available from:
<https://metrowestphase1.org/dco-application/>

8. Risk Management

- 8.1. The overall project risk register is currently being reviewed in the context of Covid-19, which is not a risk, it is an issue (a risk that has occurred). Therefore, all major risks relating to programme delay, cost increase, market failure etc will all be reviewed in the context of Covid-19 with the appropriate likelihood and impact assessments made, including any revisions to the risk mitigation.
- 8.2. Risks at the project and programme level are managed through the WoE Strategic Rail Board, which reports to the WoE Joint Committee. While at this stage there remains potential for the scheme costs to increase as the scheme design and technical work progresses, this risk applies to all major transport schemes up to completion of the design, consents / approvals and the tendering of the construction works. As the project is a third party railway project the principal risks of implementing the proposals have to be met by the Council and WECA as the co-promoters. The Council and WECA each have a 50% share of the risks and there is a total risk allowance of £22M, within the project capital budget. Following the Full Business Case a further agreement between the Council and WECA will be needed for the construction phase of the project. For further details about risk refer to the report to Full Council of 10th November 2020.

<https://apps.n-somerset.gov.uk/Meetings/document/report/NSCPM-38-603>

9. Equality Implications

- 9.1. An Equality Impact Assessment has been undertaken and was attached to the report to Full Council of 10th November 2020.

10. Corporate Implications

- 10.1. The improvement of the transport network is a key priority in the Corporate Plan. The project will play a significant role in Supporting Economic Prosperity (Aim 5) and Protecting and Improving the Environment (Aim 3). There are no specific cross-service implications.

11. Options Considered

- 11.1. The WoE Joint Transport Board (superseded by the WoE Joint Committee) considered three main options at its meeting on 17th March 2017 and determined to take a staged approach to the delivery of the scheme. Chapter 3 Scheme Development and Alternatives Considered of the Environmental Statement which is a DCO application documents sets out the options considered in detail. The document is available from:

<https://infrastructure.planninginspectorate.gov.uk/projects/south-west/portishead-branch-line-metrowest-phase-1/?ipcsection=docs>

- 11.2. The wider context for the project option selection is as follows; the local rail network across the West of England is under-developed in comparison with similar sized city regions, the local highway network is congested at key locations on arterial corridors and the overall demand for transport continues to increase. The focus of the project option selection was to address the project objectives by making effective use of dis-used / under-used strategic rail corridors in parallel with enhancements to existing local rail lines.

Author

James Willcock, MetroWest Phase 1 Programme Manager and Jonathan Kirby, Head of Major Projects

Appendices

None

Background Papers

Report to Council 10th November 2020 MetroWest Phase 1 Update - Programme and Procurement - <https://apps.n-somerset.gov.uk/Meetings/document/report/NSCPM-38-603>

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North Somerset Council

Report to the Council

Date of Meeting: 23rd February 2021

Subject of Report: Asset, Accommodation and Development Strategies (AADS) – adoption

Town or Parish: All

Officer/Member presenting: Cllr Ashley Cartman, Executive Member for Finance and Performance

Key Decision: No

Reason:

Not an Executive Decision

Recommendations

The Council is asked to:

1. Agree the adoption of the following corporate strategies:
 - Strategic Asset Management Plan (SAMP)
 - Accommodation Strategy (AS)
 - Development Strategy (DS)
2. Agree that Feasibility and Business cases proceed, in relation to the recommendations arising from these strategies, as outlined in section 3 of the report. This work will inform future decision making to be brought to Executive and Full council as required by the constitution.
3. Note that financial allocations have been made through the MTFP & Capital programme to progress these strategies, as shown in table 1.1 subject to approval to spend these funds in accordance with the Capital Programme approvals process.
4. Note the outline timeframes in section 12 and high-level activities, to inform future decision making.

1. Summary of Report

1.1. The three corporate strategies are:

- Strategic Asset Management & Property Plan (SAMPP): a strategic framework setting core principles for the future use and management of the council's assets in order to enable the successful delivery of council services.
- Accommodation Strategy (AS): a specific piece of work focused on the council's ways of working and use of office accommodation.
- Development Strategy (DS): the preparation of a programme of investment, divestment or disposal for our potential development sites, including legal and financial advice on delivery mechanisms.

1.2. These three corporate strategies are fundamental to underpinning our transformation programmes and supporting our approach to meeting the needs of our residents, staff, local economy and partner organisations. These strategies will help to shape and inform our thinking around our use of assets, office accommodation and development site opportunities. Whilst Covid-19 is reflected in these documents and our emerging thinking, it is not the defining factor, as a lot of base line work and critical strategic thinking in this area happened pre Covid. The fundamental driver is that we cannot deliver great services to our residents without providing an excellent, fit for purpose and sustainable operational asset base; as part of an exemplar place making programme.

1.3. These three corporate pieces of work sit as independent but inextricably linked companion documents. They will inform our future and impact on the lives of our residents for future generations; be it a place to visit and enjoy, work or raise a family.

1.4. This paper details the key recommendations arising from the above strategies, which have been extracted from the full strategy documents appended to this report.

1.5. The report details how this work aligns with the council's Capital Strategy and references capital allocations made available, subject to approval, as part of the 2021/22 budget setting process to progress the Asset, Accommodation and Development Strategies.

1.6. The key milestones and actions required to develop and deliver these 3 strategies are outlined in section 12 and the milestones leading up to October 2021 will inform the next update of the Capital Strategy.

2. Policy

2.1. The project is identified in the;

- Corporate Plan
- Economic Plan
- Climate Emergency Action Plan
- Medium Term Financial Plan and Capital Strategy

3. Background

SAMP

- 3.1. The council has a significant challenge in the age of many of its facilities and the subsequent back log of maintenance and future estimated maintenance costs across core assets; which are fundamental to our operation such as depots, schools, children's centres, leisure centres & libraries.
- 3.2. It is highly likely we will need to invest in our assets whilst work to inform decision making on long term solutions takes place to ensure continued H&S compliance and operational requirements are met and to avoid significant contractual penalties.
- 3.3. The SAMP assessment tool kit has highlighted that a large proportion of the operational estate requires review and investment. Therefore, longer-term investment solutions are needed to ensure that we are maximising the benefits to our residents and achieving value for money in the delivery of these services. This is aligning with service-based strategies, indicating areas where the council may consider long term investment to ensure the Asset Strategy is informed and based upon service delivery requirements.
- 3.4. Figure 1.3 below shows the council's vision for the SAMP aligning with the corporate plan; including a further detailed breakdown of the groupings which many of the assets fall into. It is these groupings which will inform the strategic direction of travel for those assets.
- 3.5. Figure 1.4 highlights the recommended groupings for our assets. Assets may fall into more than one grouping, which will help inform future decision making; informed by service led assessments in accordance with the toolkits within the SAMP.

Figure 1.3 Councils SAMP vision



Figure 1.4 Asset Strategy groupings for the current council assets

Asset Strategy – likely strategic decisions/steer to come



- Direct
Regeneration
Transfer

 - Strategic decisions aligned with Development Programme
- Schools, Civic
Amenity,
Depots

 - Strategic decisions required around funding options in context of MTFP and likely receipts generated from Development Programme; for these essential assets that will require significant investment
- Leased out
sites

 - Strategic decisions around how we maximise value from our leased out assets through community partnerships and potential Asset Transfer programmes
- High Income

 - Strategic decision, protected and significant income generators that underpin councils financial planning
- High Running
/ Backlog

 - These sites potentially score above average for existing use review, but are costing significant amounts to run. Likely to need full business reviews and major service delivery redesign
- Leased /
Licensed
Assets

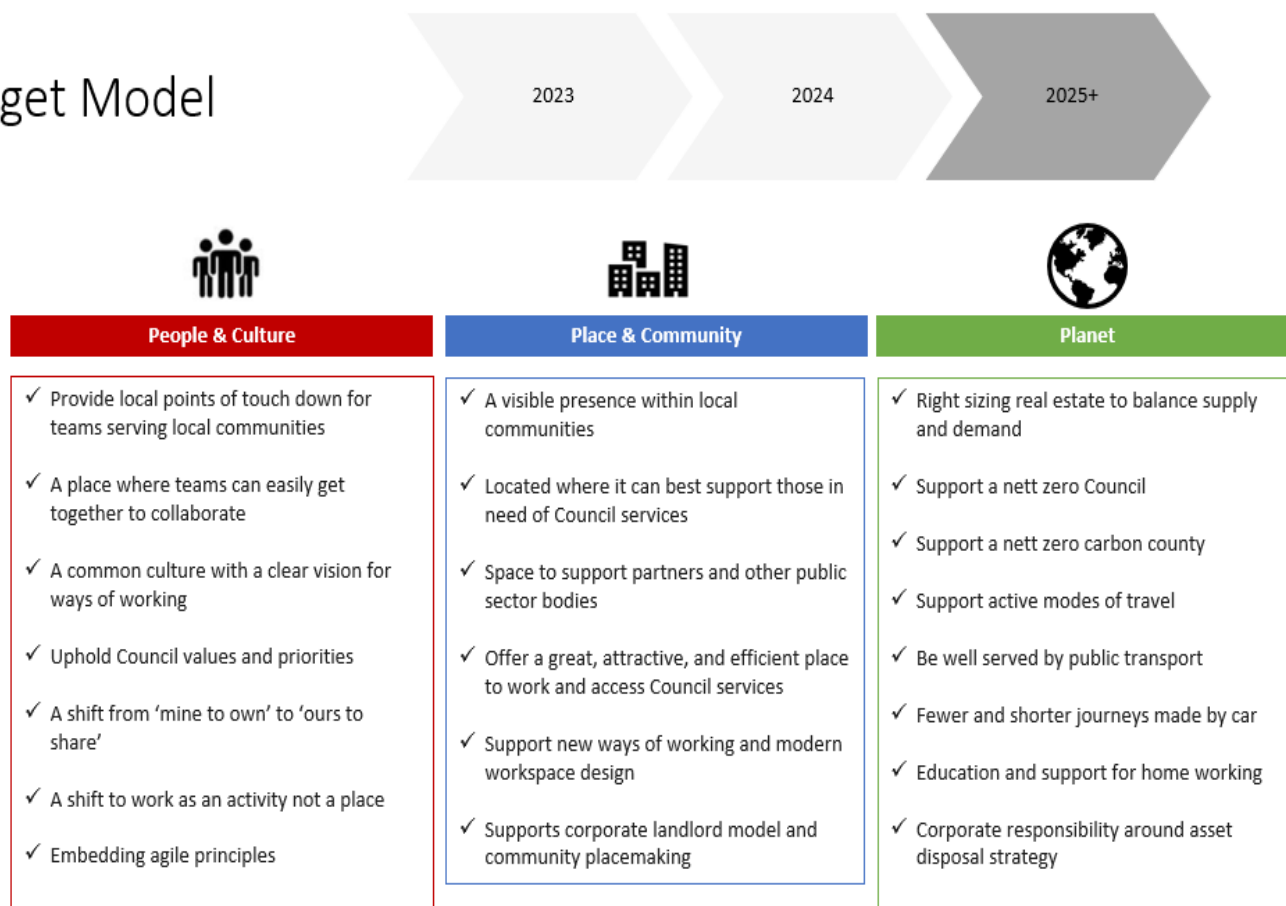
 - Strategic Decision – Objective is to own assets that are core to service delivery to maintain control over the future operation of that service

Accommodation Strategy

- 3.6. Working through the pandemic over the last year has seen a significant shift in work patterns across the world. It has challenged the traditional models of permanent office-based working and prompted many organisations to consider their future way of working, including ourselves. There are multiple drivers for the proposed changes outlined in the asset strategy. These include, reduced travel linked to our climate change ambition, better work life balance due to reduced commutes which improve the health and wellbeing of staff and improve productivity, and the opportunity to reduce our asset base, which support our MTFP and allows consideration of alternative use, supporting our housing and employment needs.
- 3.7. Pulse surveys undertaken with staff over the last year have shown support for a mixed model (50:50) of working moving forwards i.e. remote working mixed with working in an office or in our communities, dependent job role.
- 3.8. Given the drivers outlined in 3.6 the accommodation strategy concludes that the Town Hall in Weston-super-Mare should be retained as the primary office and cultural heart of the Council, whilst recognising that investment of between £0.75m and £1.2m is required to provide workspace to enable a new way of working.
- 3.9. This approach could lead, subject to future decision, to a phased transition from Castlewood in Clevedon, thereby releasing the site for re-development to support local regeneration and provide opportunities for either housing or employment or both. Any decision would then consider touch down locations and access to services within our retained assets across North Somerset.
- 3.10. Our target operating model, as outlined in greater detail in the Accommodation Strategy, is shown in figure 1.6 below. This also provides the high level route map on how the council would achieve this ambition.

Figure 1.6 – Accommodation Target Operating Model.

The Target Model



Strategic Development Programme

3.11. The Council's role is not to compete with the private sector or replicate their usual outcomes but to deliver beyond the market norms. Therefore, a Development Strategy and Programme is needed to:

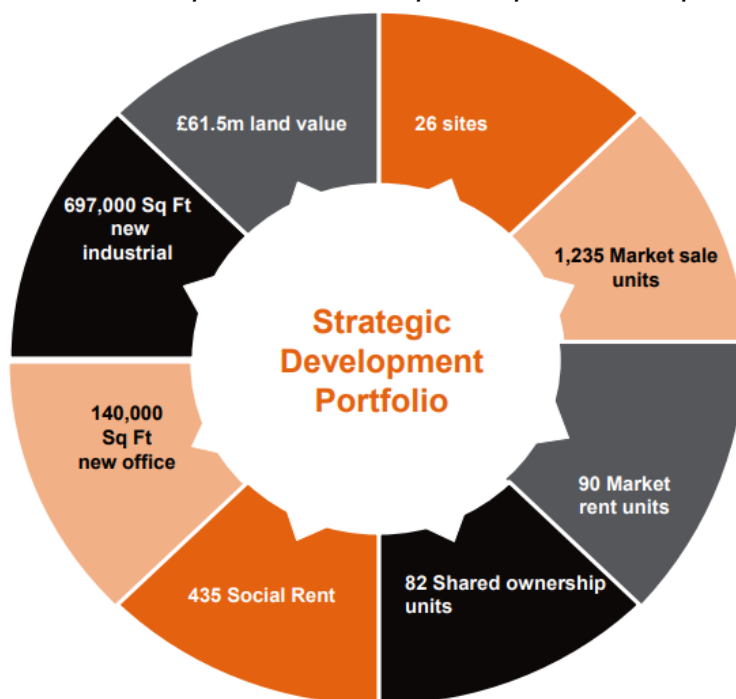
- Deliver where the market fails;
- Set higher standards and drive the market forward for better quality, more sustainable buildings;
- Make the most of our assets and capture value to fund other council pressures and priorities – including reinvestment in the asset programme; and
- Provide homes, employment and other facilities that meet the needs of our communities – current and future.

3.12. In setting a Development Strategy, the Council aims to create a balanced programme for the development (or re-development) of locations in the ownership of the Council, as shown in figure 1.7. This approach recognises that not all objectives can be achievable on all sites, and the programme will seek, as a whole, to ensure that there is a clear understanding of what each site can deliver. This may be a

regeneration-based outcome, additional affordable housing, higher levels of design or sustainability, community-led housing, or simply speed of delivery and/or a financial return which enables other objectives to be achieved elsewhere.

3.13. The North Somerset programme differs from a standard private sector institutional approach and recognises that Council's should own, operate, sell and invest in assets for reasons other than purely financial returns and that social, environmental and economic agendas are also important considerations in the context of the stewardship of public funds.

Figure 1.7 Overview of the potential development portfolio outputs



3.14. To develop the programme and identify opportunities, the full list of NSC-owned property of 3,000 assets was been considered through a three-stage sifting process:

- Stage One: To exclude all public infrastructure operationally unsuitable for development (for example highways and cemeteries).
- Stage Two: To exclude those assets which through reasons of size, physical and planning constraints and access were not considered developable (for example, beaches and/or sites in flood zones).
- Stage Three: To exclude sites following a market and feasibility review of each opportunity to produce a short list of sites.

3.15. NSC officers were consulted throughout this process, and decisions were made to exclude certain sites, as set out on page 25 of the report attached as Appendix 3. It was decided, for example, to exclude all formally designated Public Open Space and woodland. However, a small number of sports pitches were included, where there was felt to be potential for replacement or improved re-provision.

3.16. The filtering process above has led to a portfolio of 26 potential development sites. These have further been grouped into four categories:

- Group 1: sites on which development proposals are already well advanced (for example, Parklands Phase 1).
- Group 2A: sites that are already allocated within the adopted Sites & Allocations Plan, but on which work is less well advanced, including the council's only significant commercial opportunity at the Weston Business Quarter. Officers are working to prepare delivery proposals for these sites, which will be subject to individual business case sign-off and meeting statutory requirements (including statutory consultations and planning consents).
- Group 2B: sites that are not formally allocated, but which it is believed can be taken forward within current planning policies. These are typically small- to medium- sites located at existing settlements. The first stage of work on these sites is to undertake feasibility testing and consultation activity, with a view to reporting back on a final list in the autumn.
- Group 3 sites: these are longer-term opportunities and are typically larger and more financially valuable. However, they would in most cases represent a significant extension to an existing settlement or the creation of a new community, and so would be subject to the emerging Local Plan. Once the emerging spatial strategy is clearer, officer propose that relevant sites from this group be promoted for consideration to be allocated (subject to normal governance requirements and authorisations).

3.17. Group 1 and 2A sites are as follows:

Site	Group	Comments
Selworthy Road, Weston-super-Mare	1	Transferred to Alliance Homes to be brought forward as 100% affordable / low cost housing.
Parklands Village, phase 1	1	Keepmoat Homes appointed to deliver 425 new homes, including 30% affordable, 15% net zero dwellings and use of Modern Methods of Construction (MMC).
Land at the Uplands, Nailsea	2A	Planning application submitted for a scheme designed by Stirling Prize winning architects, Mikhail Riches, with 100% Passivhaus homes and use of MMC.
Walliscote Place, Weston-super-Mare	2A	Flagship brownfield site in Weston Town Centre. Potential high quality private rental and mixed-use scheme on site of former police station and Magistrates' Court.
Weston Business Quarter	2A	Strategic commercial site within the Junction 21 Enterprise Area. The opening of Foodworks has generated investor interest in further plots for food-related commercial development.
College building adjacent to Nailsea library	2A	Flagship brownfield location in Nailsea Town Centre. The building is not in NSC ownership, but we have a legal interest through a flying freehold and would want to see a high quality scheme that added interest and footfall to the town centre.
Land north of Churchill Avenue, Clevedon	2A	Site surrounded by affordable housing, potential to work with a Registered Provider to deliver further affordable / low cost housing and supported living as well as improved green space.
Field at Slade Road, Portishead:	2A	A relatively small site suitable for a quality SME developer scheme, or potentially self-build plots.
Fryth Way playing fields, Nailsea	2A	Part of a wider allocation for 450 dwellings, therefore NSC would need to work with adjacent landowners/developers to agree a joint masterplan and delivery proposals, including re-provision of the playing fields, which are in active use.

3.18. A failure to deliver Group 1 and 2A sites would impact on North Somerset's five-year housing supply, increasing the prospects of further speculative housing applications and appeals in less sustainable locations and which cannot or will not deliver the social and quality-based outcomes identified above.

3.19. Group 2B and 3 sites are contained within the exempt part of this report for reasons of commercial sensitivity, and to avoid raising concerns amongst existing residents or tenants in advance of further feasibility and consultation being undertaken, particularly as some sites may be excluded from the process over the next few months. They also include a small number of sites that remain part of the ongoing assets review (for example, a small number of car parks). The inclusion of these sites is on the basis that they could, if deemed surplus, present a suitable opportunity for development. Should a decision be made not to release a particular site, then it would be removed from the development programme.

- 3.20. Consideration of sites for the development programme has excluded locations of less than 0.1 hectare. These will be taken forward separately by NSC officers as a 'small sites programme' focused on enabling self-build and community-led housing opportunities, or for disposal to small and medium enterprise developers.
- 3.21. The sites identified in Appendix 3 represent the extent of the current land-based opportunities open to NSC. Further opportunities may be identified through the completion of the assets review, or would require a change in the criteria that have been used (for example, officers have currently excluded any formally designated green infrastructure).
- 3.22. There is potential for the council to boost its programme through the acquisition of sites, however realistic land-based opportunities in North Somerset are believed to be limited by the extent of developer options that are already in place. An early task of the governance structure detailed below will be to agree assessment criteria and processes as to if and how potential acquisitions be progressed, taking account also of recent changes in national regulations on borrowing for investment purposes.
- 3.23. North Somerset Council holds details of all its landholdings and their purpose (for example, highways, or education) in its Asset Register. Where a site's purpose is not currently listed as development, an Appropriations Process is required to be followed before it can be disposed of or developed. This process is wholly separate from the planning approval process and in some cases requires a two-week advertisement and consultation in a local newspaper, the outcomes of which must be properly and fairly considered. The consultation and decision process must confirm both that the site is no longer required for its current purpose, and that it is agreed that the site can be changed to be held for development. It is proposed that this process commence for sites in the Group 2A list.

4. Consultation

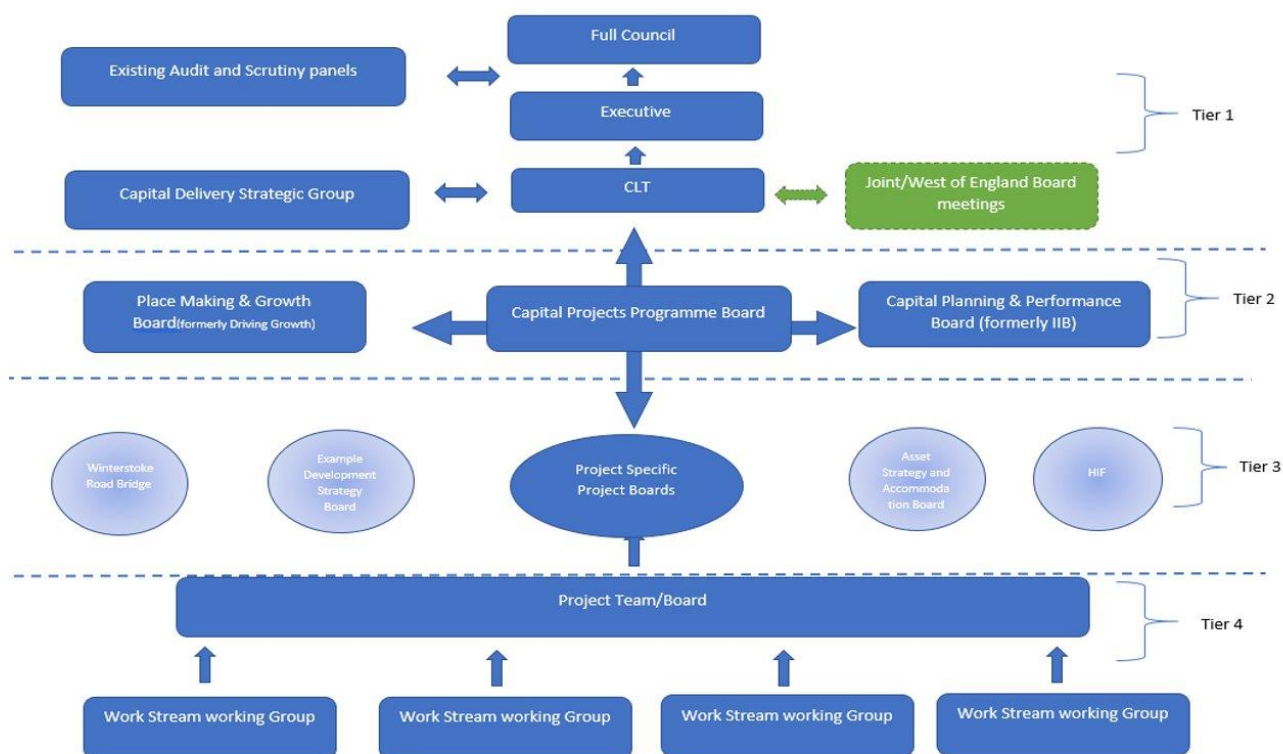
- 4.1. Service areas - Stakeholders were identified at the outset of the project and consulted at key milestones. In particular, the following directorates and departments have informed this report:



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5. Scrutiny engagement has been hosted by the Community and Corporate Organisation Policy and Scrutiny Panel (CoCo), with an open invitation to all members. Two sessions were held on the 2nd December 2020 and 25th January 2021.
 - 5.1. Moving forward it is proposed that there is an ongoing series of scrutiny sessions, hosted by CoCo and, where appropriate, the Strategic Planning and Economic Development and Regeneration Policy and Scrutiny Panel (SPEDR) given the cross-cutting nature of these strategies.
 - 5.2. Wider consultation with stakeholders will be informed on a project by project basis and in accordance with the council's decision-making process. Where required beyond the feasibility and business case decision, consultation will be carried out in accordance with any applicable statutory processes, such as planning and appropriation.
 - 5.3. The delivery of the strategies will be overseen by the Corporate Asset Strategy and Accommodation Board, as shown in figure 1.8. This board brings together key Service contacts with lead responsibility for the asset issues relating to their Service area. The Group is responsible for the development and delivery of the SAMP and development of priority projects. Group members have a responsibility to embed the strategy in Service Plans and operational decision-making within each Service. The Group is chaired by the Director of Place who has responsibility to progress and report on the SAMP to the Corporate Leadership Team. This group will also have a direct link to the council's Health, Safety and Wellbeing Steering Group.

Figure 1.8 – Governance structure for the development and delivery of the three strategies.



6. Financial Implications

6.1. The council's capital programme has made provision for 2021/22 as indicated in table 1.1 to progress, subject to approval, works relating to the Asset, Accommodation and Development Strategy programmes.

6.2. As has been reported in the Capital Strategy Papers, it is the intention to present a future report for consideration later in the financial year to allow further integration into the Council's longer-term capital planning requirements. The three strategies being considered, as part of this report, are fundamental to that longer-term planning requirement as part of an updated Capital Strategy Report.

6.3. The feasibility and business case activities outlined in section 12 will inform full resource requirements to deliver these projects and also the funding opportunities.

Table 1.1. Proposed new capital investment 2021/22 per MTFP

EXPENDITURE BUDGET	2021/22 £'000
New Additions - MTFP Capital Invest Proposals	
Investment in Lakes and community facilities	700
New Additions - Corporate / Maintenance	
Asset Strategy - Schools, Leisure, Depots	2,500
Accommodation Strategy	1,000
Development Strategy	1,000
Highways - Maintain steady state	1,250
New Additions - Schools	
Churchill Free School	100
SEMH Nailsea, ASD Hubs (school clusters)	500
SEMH Hubs (school clusters)	360
New Additions - Climate Emergency	
Decarbonisation of heat (boilers) - grant funded	1,000
Energy efficiency in buildings - invest-to-save	300
Rooftop solar Pilot re energy efficiency - i-2-save	100
	8,810

6.4. All proposed increases to the capital programme in table 1.1. are indicative and will require a full business case to be signed off prior to any works being commissioned, to ensure that resources are in place (where relevant) and that spending meets required outcomes, as well as demonstrating value for money.

6.5. The revenue impacts of all the proposals reflected within the table above have been factored into the Council's MTFP, including the revenue implications. Further to this all feasibility and business cases will consider both the revenue and capital implications.

6.6. The potential value of the Development Programme is £61.5m (including Group 1 income). This is a headline figure which will vary according to the number of sites that come forward, the mechanisms selected for delivery, and the necessary changes that will arise as the detail of the sites and scheme proposals become more developed.

6.7. The financial implications of any schemes to be taken forward will be reported and included as part of scheme specific decision-making reports

7. Legal Powers and Implications

7.1. There are no legal implications from the agreement to adopt these strategies. The legal implications for any scheme brought forward will be addressed on a project by project basis.

7.2. Under the local government act a Council has the powers to manage, develop and dispose of its assets as it sees fit, in accordance with any relevant statutory process triggered by such decisions.

7.3. Paragraph 3.23 sets out the legal appropriations process required for sites that are intended to be brought forward for development but which are not currently listed as such in the council's asset register.

8. Climate Change and Environmental Implications

8.1. There has been significant input from the council's Climate Emergency project manager and to ensure alignment with the council's Climate Emergency Action plan. As can be seen in the strategies, the council's commitment to achieving carbon neutrality is core to all respective tool kits and future operating models identified within the documents.

8.2. The delivery of the Strategic Asset Management Plan will be crucial to delivering the North Somerset Climate Emergency Strategy & Action Plan to achieve becoming a net zero carbon council by 2030 and having an energy efficient built environment. It is also imperative that the strategy embraces a commitment to sustainable development, particularly contributing to the allocation of sites for the required infrastructure needed to support economic growth and new homes, including retail, community facilities, transport, local waste and minerals.

8.3. The most relevant actions under each principle to address climate change, in terms of asset management, are:

Become a net zero carbon council

- Support flexible working and home working to reduce the carbon footprint of our workforce
- Review our estate to investigate means of increasing energy efficiency of heating, lighting and cooling systems.

An energy efficient built environment

- Aim for all our new homes to be zero carbon or net carbon plus
- Aim for all our own new commercial space to be zero carbon or net carbon plus
- Aim to focus new mixed-use development on brownfield land, in town centres with public transport and proximity to major employment hubs
- Work with schools and other stakeholders to ensure their estate is energy efficient and install renewable energy sources.

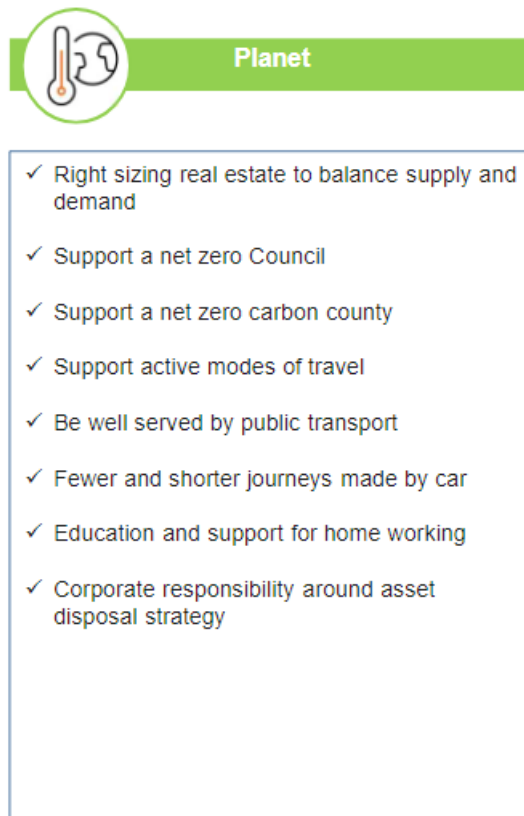
Renewable energy generation

- Explore the development of strategy that discourages investment in fossil fuels and promotes renewable energy generation.
- Reduce emissions from transport
- Continue to drive project delivery to shift from private car use.
- Replenish our carbon stores
- Identify Council land suitable for rewilding with aim of reducing areas off amenity grass by 20%.

Adapting to climate change

- Ensure a resilient infrastructure in North Somerset including retrofitting our built environment where necessary.

8.4. The graphic below is one of the three core elements of the future operating model for the council's accommodation, in accordance with the above Asset Management principles.



9. Risk Management

9.1. The top risks of not adopting these strategies are

- The council will not have an Adopted Asset, Accommodation and Development Strategy for the next 10 years which would impact the council's ability to adhere to the Prudential code for Capital Finance and limit its ability to invest in priority capital projects.
- Without appropriate Asset Management systems and processes in place, as recommended in the strategy, the council's assets will deteriorate leading to the loss of service provision that operate out of these buildings
- The council will be severely hampered in its ability to deliver our Climate Emergency Action plan, as the council's current assets are significant contributors to our Carbon emissions. The development site opportunities also offer a significant opportunity to help achieve our Climate neutrality target.

9.2. Full risk registers will be developed for each specific scheme arising from these strategies, which will form part of any Business Cases produced to inform future decision making.

10. Equality Implications

10.1. There are no equality implications arising from the adoption of these strategies. Any scheme informed by these strategies for future decision making will have a specific Equalities Assessment.

11. Corporate Implications

11.1. The strategies have been established following a review of the Corporate Plan 2020, the emerging priorities from the 2038 Local Plan and via consultation with senior stakeholders. The below illustration summarises the council's Corporate Plan:



11.2. In addition to the review of the Corporate Plan and establishment of key themes, the development of the strategies has also been informed by a range of departmental and organisational strategies. Our aim is to ensure that these strategies are service driven. They will be informed and based on department needs, organisation needs and priorities with corporate property and assets supporting the service delivery. They provide a framework in which to operate and inform decision making. The table below lists the documents that were reviewed as part of the consultation process:

Table 1.2. core documents reviewed as part of consultation process.

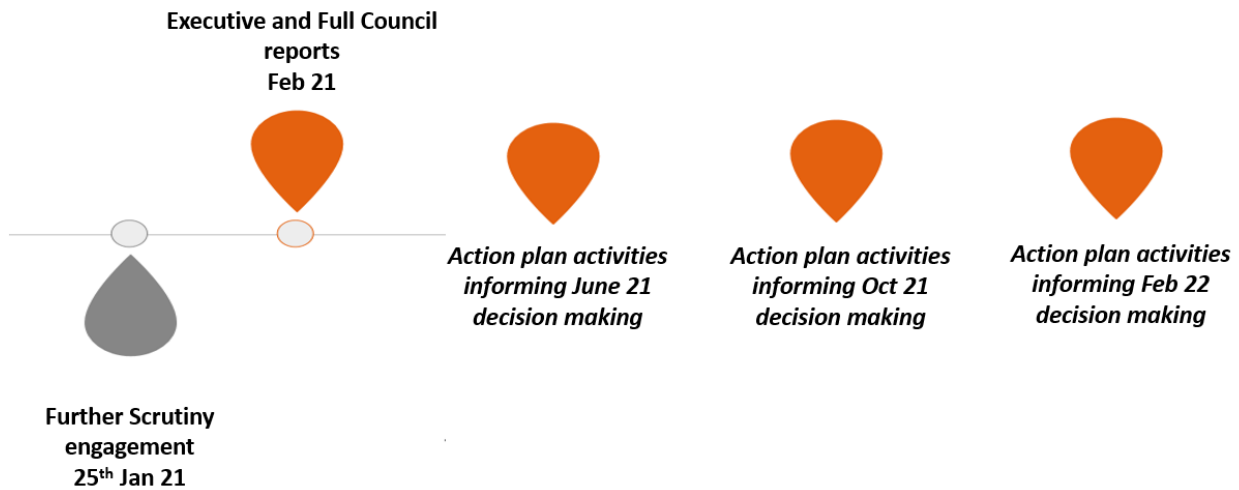
Emerging Departmental Strategies	
1	Corporate Asset Management Plan 2016-21
2	Sport, Leisure & Playing Pitch Draft Strategy 2020-2036
3	Libraries: An Essential Part of Local Recovery July 2020
4	Weston-Super-Mare Town Centre SPD and Weston Placemaking Strategy
5	Economic Plan
6	Capital strategy & latest capital programme

12. Options Considered

12.1. None relating to the development of these strategies.

13. Programme and key milestones

13.1. Scheme specific programmes will be included in future decision-making reports. The high-level milestones for the delivery of the SAMP priority projects and accommodation plan are detailed below. The tables below show the activities required over the next year, including formal decisions on the business cases for accommodation changes and a number of development site proposals in June.



Asset Strategy

	June 21	Oct 21	Mar 22
Milestone	Prioritisation of Projects agreed, aligned with Service Strategies (Tranches) Agreement on Corporate Asset Management Function & Process	Recommendations for Capital programme approval of agreed priority projects (Tranche 1) Implementation of corporate Asset Management function & processes	Full list of Retain and Manage, Optimise and Adapt, Dispose & Develop is produced
Key actions	Establish governance Joint Asset & Service resource plans and integrated programmes completed Commissioning of feasibility and production of service strategies to decision making Resourcing implemented & procurement for professional services Community Engagement and Consultation programme agreed	Condition Survey programme Alignment with updated service strategies – i.e. Depot Strategy Review of leased licensed buildings Establishment of full operational costs for all sites	Service Reviews & future ways of working completed Feasibility Studies – completed for next level Tranches two Condition Surveys Tranche two Utilisation Studies Tranche two

Accommodation Strategy



	June 21	Oct 21	Mar 22
Milestone	Future ways of working programme launched for consultation and engagement Phase 3 Covid office plans - physical changes to office layout	Office designs approved sign off of Strategic development proposals Future ways of working consultative period ends and implementation	On site works begin Implementation of Process, Workplace, People and Culture and Technology transformation programmes
Key actions	Establish governance	CW business case	Full staff adoption of new working practise
	Resourcing implemented & procurement for professional services	Service and staff engagement completed to inform office requirements	Negotiations with tenants and alternative provision agreed
	Consultation and engagement programmes developed	Drawings finalised ready for statutory approvals and costed	Touchdown sites confirmed
	On-going validation of future needs through pulse surveys	Castlewood meanwhile use programme agreed	

Development Strategy



	June 21	Oct 21	Mar 22
Milestone	Confirm Investment Plan & resourcing across programme Sign-off first business cases for Group 2A, incl. Uplands & Walliscote	Finalise group 2B and asset release sites Contract awards for early 2A sites (Uplands / Walliscote) Sign off further Group 2A business cases, incl. Castlewood	Remaining 2A contract awards Group 2B business cases Finalise Group 3 sites (subject to Local Plan progress)
Key actions	Establish governance	Public/community consultation and feasibility testing (2B sites)	2A procurements
	Agree programme approach & resourcing	Uplands/Walliscote procurements	2B & asset release appropriations & business cases
	Appropriations notices & business case preparation for Group 2A sites	Remaining 2A business cases (Castlewood priority)	Group 3 feasibility
	Agree criteria & processes for acquisitions	Assets review process / release of sites	

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Appendices

Appendix 1 – SAMP

Appendix 2 – Accommodation Strategy

Appendix 3 – Development Strategy

Appendix 4 – EXEMPT – Development Programme sites (proposed)

Background Papers



STRATEGIC ASSET MANAGEMENT PLAN PART 1 – STRATEGIC CONTEXT

North Somerset Council

February 2021

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Introduction



Purpose of Document

Overall aim

North Somerset Council holds property to sustain and support its corporate objectives as set out in the Corporate Plan, and other strategies.

The aim of the Strategic Asset Management Plan (SAMP) is to set out the Council's vision, aspirations and objectives for its land and property assets portfolio, and to outline a 10-year plan for how it intends to achieve these outcomes. It is a strategic framework setting the core principles for the future use and management of the Council's assets in order to enable the successful delivery of council services.

This document forms the first part of the Asset Management Strategy and provides the strategic context of North Somerset, its political, economic and regulatory setting along with an overview of the assets and the vision and objectives for the Council.

When combined with Part 2 – Shaping the Future Estate and Part 3 – Delivering the Strategy, the report forms a complete Strategic Asset Management & Property Plan (SAMPP) and replaces the Corporate Asset Management Plan 2016-2021. All parts of the report should be read in conjunction with the Council's land and property rules.



Why Formulate a Strategic Asset Management Plan?

The Strategic Asset Management Plan is a key corporate strategic tool which sets out North Somerset Council's property objectives, focusing on how the Council intends to utilise its asset base to deliver its Corporate Plan.

The SAMP will be used by Elected Members, Officers and Partner organisations to support and inform decision-making related to property assets and should be treated as the key reference point for all future property portfolio decisions.



The Strategic Asset Management Plan

Asset Management is the generic process that seeks to ensure that land and buildings, as the asset base of an organisation, are structured in the best corporate interests of the organisation concerned.

The strategic plan refers to land and buildings only. It aligns the asset base with the organisation's corporate goals and objectives and responds to all functional and service delivery requirements of the organisation. This will enable the council to meet its statutory and other obligations to deliver various operational functions and services within the borough.



The Central Focus is the Council's Operational and Commercial Buildings

The central focus of this SAMP is the Council's operational and commercial buildings. Covering a wide range of corporate, cultural, community, educational, public health and a range of other associated non-core assets owned by the Council.

Asset management provides a structured process to ensure value for money from property in serving the needs of the organisation. The assets under ownership of the Council are expensive in terms of capital value as well as annual maintenance and running costs. They need to be carefully managed to ensure the highest and best use is achieved

Leveraging North Somerset's assets to drive regeneration, recovery & renewal

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An important driver throughout this strategy is the need to connect the approach to these operational and commercial sites with other assets in and around the region, particularly highways, public realm and open spaces, as well as property and assets owned by relevant partners from across the public sector and beyond.

The total estate is a resource that can drive regeneration, recovery and renewal within the region and help to deliver the infrastructure required through various land value uplift mechanism's available to the Council. Aggregated, the portfolio of assets is a powerful lever for change, and if utilised correctly by the Council, can leverage North Somerset's economy forward in a sustainable way.



Links to Other Strategies

The SAMP is strongly aligned with the council's Strategic Development Programme. However, it is a standalone document which informs the use of the council's operational assets and strategic operational framework. Where an operational asset is deemed to be surplus to requirements, this is based upon operational need independently of development opportunities.

The SAMP enables a clear transition from its plan to the Strategic Development Programme. There are a number of parallel strategies that are at different stages of development. This SAMP provides a set of guiding principles for the delivery and development of these wider strategies.

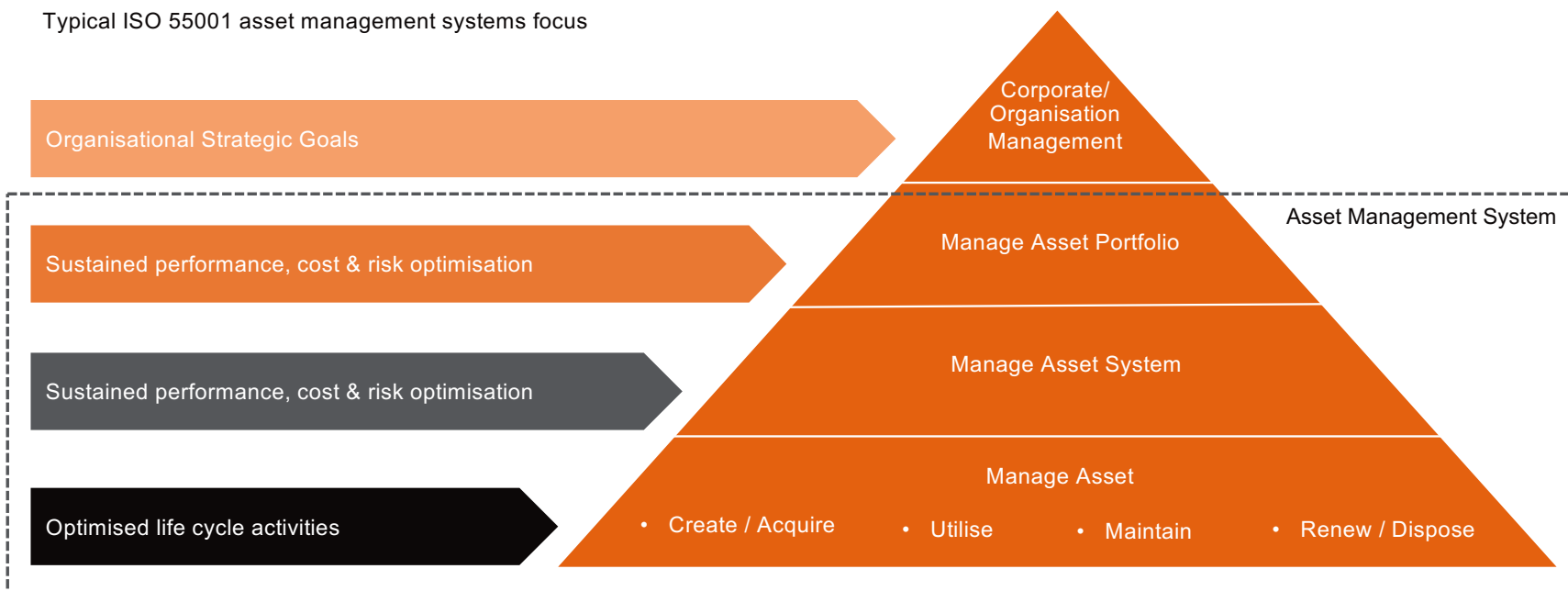




Approach to Asset Management

The ISO 55001 plan-do-check-act cycle informs the foundation of the approach to this Strategic Asset Management Plan (SAMP).

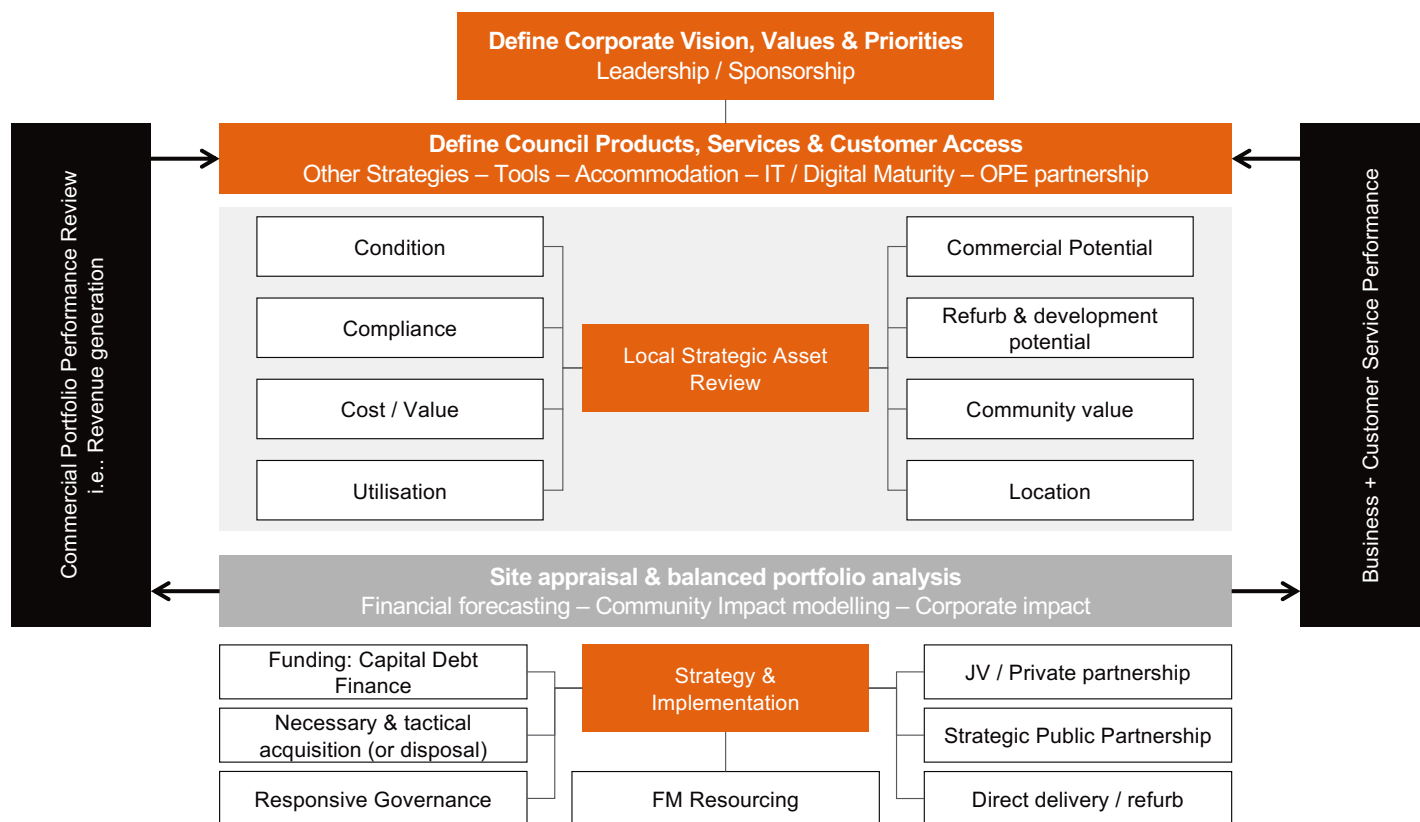
Typical ISO 55001 asset management systems focus





Approach to Asset Management

The nuanced methodology for this strategy is described below and is based on real-world experience of producing SAMPs with public sector partners.

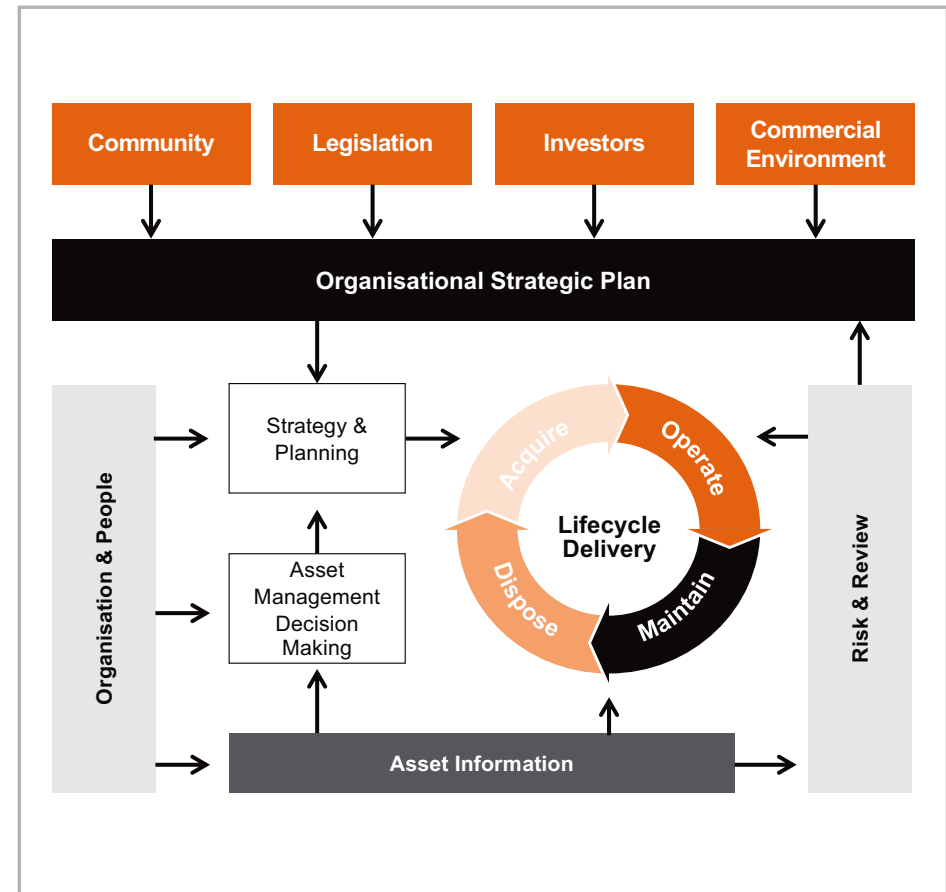


Approach to Asset Management

Producing this Strategic Asset Management Plan involved the following aspects:

- Local Strategic Asset Review (LSAR)
 - Corporate Vision, strategic needs & service engagement workshops
 - Review of baseline operational estate use, condition, compliance
 - Key lines of inquiry through workshops
- Refining the Vision, Objectives and Principles
 Producing individual Property Assessments
 Drafting the strategy
 Refining the strategy and securing approval.

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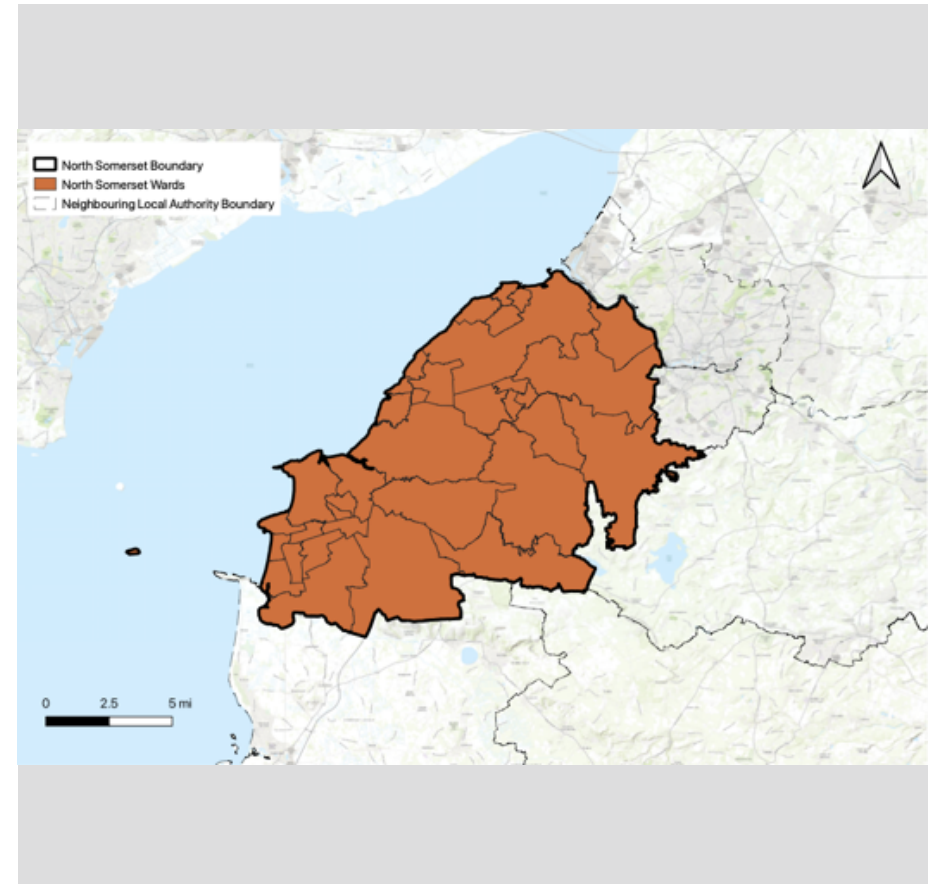
North Somerset Council Overview

About North Somerset Council

North Somerset is a unitary authority within the West of England covering 145 square miles, lying in close proximity to the major city of Bristol – an important economic base. There are a number of key towns in the area, including: Clevedon, Portishead, Nailsea and Weston-Super-Mare, as well as villages and rural areas. It has a population of 215,100 (ONS 2019).

The local government areas which North Somerset borders are: Bristol to the north east, Bath and North East Somerset, Sedgemoor and Mendip. The region has a well-connected transportation network; with the M5 motorway, Bristol Airport and five railway stations on the main line to the South West. There is also the Royal Portbury Dock which is one of the major importers of motor vehicles in the UK.

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About North Somerset Council

A strong agricultural presence

The district has a strong agricultural presence and as a result, there are many rural and coastal communities, as well as plenty of green open space. The area also contains the Gordano Valley which is a designated National Nature Reserve. The Severn estuary coast is to the west and the Mendip Hills Area of Outstanding Natural Beauty to the south. Despite this, there are a few large settlements within North Somerset, the most populated of which being Weston-Super-Mare.

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Primary towns

North Somerset's primary town is Weston-Super-Mare accounting for just under 40% of North Somerset's population, which along with Clevedon (12%) and Portishead (9%) are located on the coast. The other main population centre of Nailsea (9%) is located on the outer edge of the Green Belt approximately seven miles from Bristol.



About North Somerset Council

Close proximity to Bristol and easy access to the M5

North Somerset's economy, travel, leisure and retail patterns are heavily influenced by its close proximity to Bristol and easy access to the M5 motorway. Each of the four main towns has a high level of out-commuting by private car to Bristol and its north fringe, with low public transport use (less than half the national average).

The majority of villages are also within commuting distance of Bristol and therefore to varying degrees have a significant dormitory role. Those residents who commute out of North Somerset for employment have some of the highest incomes in the South West. However, those working within North Somerset have incomes lower than the national average.

A high percentage of older people

North Somerset has a high percentage of older people (24% as opposed to 19% nationally in ONS 2009 Mid-Year Population Estimate). This means transformation and invest to save programmes, such as increasing the provision of Independent Living housing for older people will be crucial to both meeting need and enabling Adult Social Services budgets to go further.



About North Somerset Council

Housing affordability

There are serious housing affordability issues with affordable housing completions falling well below the required amount.

Life expectancy disparity between the most affluent and the most deprived areas

North Somerset is a generally prosperous area but has pockets of deprivation and crime particularly in central areas of Weston-Super-Mare. It is important to note that there is nearly 18 years' difference in life expectancy between the council's most affluent and most deprived areas. However, The Public Health England Profile for North Somerset shows that the area is similar or better to the rest of England.

Employment profile

84% of 16-24 year olds are economically active (ONS 2020), with 9.8% workless households. 48% are in professional employment, 19% administrative /technical / skilled trade, 15% caring / leisure / service / sales, and 17% process plant/machine operatives/elementary occupations (ONS 2020). 40% have NVQ4 qualifications and above. 5% are on out-of-work benefits (ONS July 2020). There are 87,000 total employee jobs, of which 61% are full time. 90% of businesses are micro enterprises (0-9 people).



About North Somerset Council

Strengthen the retail, tourism and employment base of Weston

Weston-Super-Mare has among the lowest self-containment level of other principal towns in the South West. Traditionally seen as a seaside town, the economic base of Weston has weakened considerably over the last 20 years with the structural changes in tourism compounded by the loss of key manufacturers. Recent focus has been on the need to strengthen the retail, tourism and employment base of Weston.

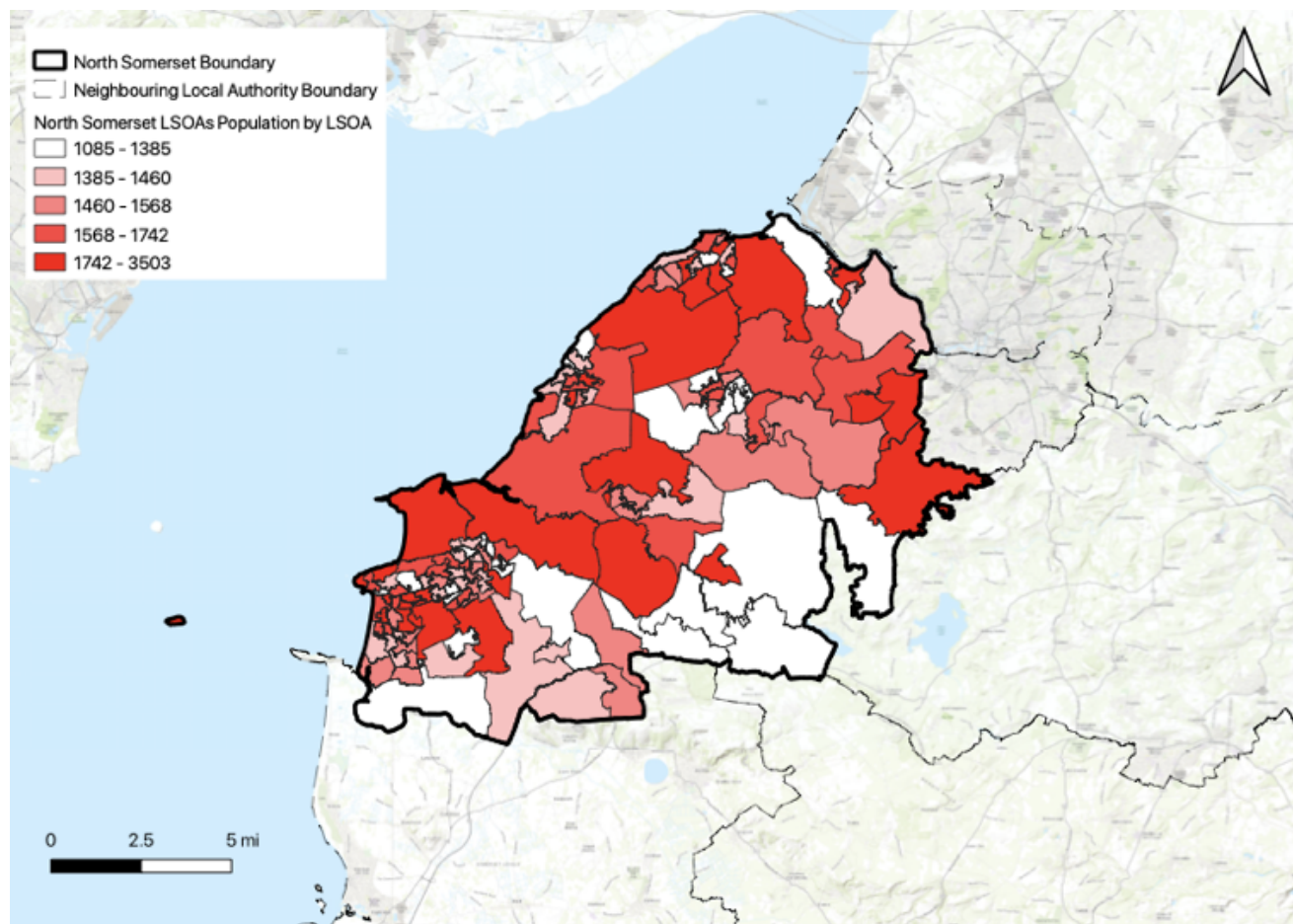
Home to important facilities in the region

North Somerset contains two regionally important facilities: Bristol Airport and located on the A38 some 4.5 miles from the edge of Bristol, but which would benefit from measures to further improve accessibility from Bristol and Weston, and the deep sea port of Royal Portbury Dock located at the mouth of the River Avon.



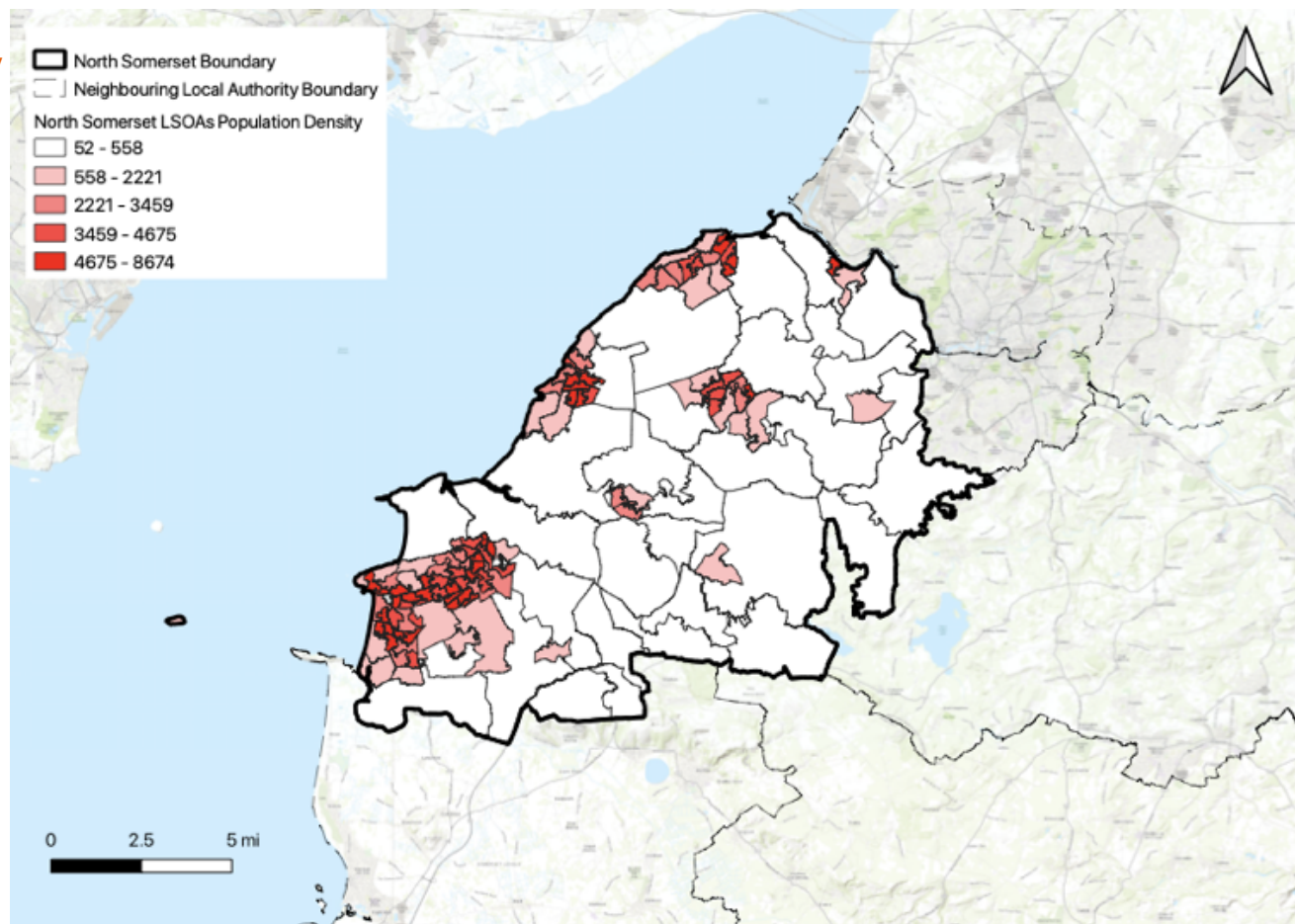
About North Somerset Council

Population by Ward



About North Somerset Council

Population by Density





About North Somerset Council

Population growth & housing need

By 2038, it is expected there will be 16% more people living in the Council than there are now. That's about 30,000 more people. At the moment, the birth rate is higher than the death rate – last year around 2,500 babies were born, and 2,000 people died. By 2038, it is predicted that this trend will reverse – as the population ages, the amount of deaths will exceed births.

Providing the right type of homes and communities the area needs, together with jobs, schools, open space, roads and sustainable transport whilst addressing climate change and other important issues is going to present some interesting challenges and opportunities.

North Somerset needs more homes. This will involve intense debate and difficult decisions about where to develop especially when people fear increasing traffic congestion, high house prices and services that are struggling to cope. However, ensuring young people can find a home in the local area, and that there are homes for people to downsize to, including retirement homes and independent living schemes, is a fundamental requirement.



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Strategic Context



Strategic Context

COVID-19

The Covid-19 pandemic has served to strengthen North Somerset Council's vision for an open, fairer and greener North Somerset. Cllr Don Davies, Leader of North Somerset Council, said, 'We will continue to strive to deliver the agenda set out in our corporate plan, but we recognise that some things will now be harder to deliver and that there are new things we need to do to respond to the pandemic.' The Council quickly developed a short live document: Response, Recovery and Renewal to sit alongside the Corporate Plan, setting out how it will minimise harm and promote recovery and renewal.

The report states: 'The novel coronavirus threatens our physical, mental and economic wellbeing. It has had a profound impact on the lives of every resident, business and organisation, but working together we can reduce the harm which it brings and in time make North Somerset an even better place.'

Of paramount importance are the following actions:

- Maintaining essential services
- Changing how services are delivered to ensure safety
- Working collaboratively with others to establish new responses at pace
- Planning a managed transition from 'lockdown' ensuring that services reopen in a safe and timely fashion
- Managing outbreaks effectively and publishing an Outbreak Management Plan
- Seizing opportunities to accelerate transformation, such as working more flexibly to reduce costs and tackle climate change
- Acting quickly to stimulate economic recovery whilst developing Recovery and Renewal plans across four pillars and two cross-cutting themes:

North Somerset's four pillars and two cross-cutting themes

Health & Wellbeing	Communities & Inclusion	Economy & Place	Organisation & Workforce
<ul style="list-style-type: none"> • Enabling recovery for individuals and families • Managing outbreaks • Addressing surges in demand for services • Promoting wellbeing • Care provider recovery 	<ul style="list-style-type: none"> • Engagement & Empowerment • Sustaining community support networks • Enabling the local VCSE sector • Partnership with Towns and Parishes • Tackling inequalities 	<ul style="list-style-type: none"> • Sustainable economic recovery • Supporting local businesses • Placemaking & Town Central renewal • Enhancing skills & opportunities • Transport & Digital Infrastructure 	<ul style="list-style-type: none"> • Flexible & agile working • Managing transition into / out of lockdown • Financial recovery • Digital delivery and inclusion • Staff development and wellbeing



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Strategic Context

Revived Localism / 15-Minute City

In the wake of the impacts of the Covid-19 pandemic, a new localism is in action. We are seeing the acceleration of efforts to plan for and stimulate a recovery at a local level and "partnership" is the watchword. Arising from necessity, the commitment to partnerships is now more profound than we've seen before and community groups are providing vital support for the more vulnerable. In North Somerset, 27 new community-led volunteer networks are providing responsive support to thousands of people each week, including shopping, social support and collecting prescriptions.

In the chaotic fallout from Covid-19, concepts such as the 15-minute city are becoming ever more popular as people look to avoid the commute and live, work and experience closer to home, within 15-minutes on foot or by bike. This thinking is of course applicable outside of cities. There are calls for multipurpose services from one building that can be used in many ways throughout the day, and in North Somerset specifically for more people to live and work locally, rather than commute out to Bristol and beyond.

A Resurgence of Seaside Towns

Seaside towns are seeing an economic resurgence. Buzzing with socially-distanced visitor activity in a smaller 15-minute living context, they are seeing more property enquiries than large cities. North Somerset is investing in workspace as part of comprehensive town centre regeneration plans to capitalise on these emerging trends. The new space is designed to serve homeworkers who previously commuted to Bristol but now want a better social life than their crowded kitchen table has to offer.

Weston is well placed to capture the benefits of the accelerated behavioural changes as a result of the Covid-19 pandemic – towards shopping, working, commuting and travel. It is a place that inherently supports physical health and mental wellbeing with plenty of space for outdoor activity, access to natural landscapes and a walkable town from which to work



Strategic Context

The Town Centre Experience is Rapidly Changing

Major changes to shopping habits mean that people no longer need to go into town to do their shopping – they can do much of this online. The lockdown following the outbreak of Covid-19 increased the share of online expenditure – not just for groceries from supermarkets, but also from local independent businesses who rapidly adapted their trading models. Covid-19 has probably accelerated a long-term trend for town centres, which is that they need to convince people that they should want to visit them, even if they no longer need to visit them.

As a result, town centres are changing to becoming visitor attractions of their own and are adjusting to the experience economy. They are becoming places to relax, eat, drink, socialise and play. While people spend time doing these things, they will spend money. Councils, traders, business networks and landlords in towns up and down the country have long been working hard to understand how they can convince people they want to go into town now that they no longer need to. By curating a programme of cultural activity and connecting and promoting the assets and more peculiar and interesting places in North Somerset's towns, footfall, dwell time and expenditure can be encouraged into the town throughout the year and across the day.

Transformation, Supporting the Vulnerable and Young People

As is the case elsewhere, the pandemic's impacts on the vulnerable mean they need to be intensively supported to recover and to increase resilience should there ever be such a crisis again. This means transformation programmes aimed at 'levelling up' and enabling independence and choice are vital – particularly for older populations and others with support needs.

This means considering invest-to-save business cases, demand and supply of suitable intergenerational and independent living housing, as well as skills & employment and health & wellbeing programmes. Helping children study, stay connected and return to a school setting is also crucial, as is providing access to space for college and university students. North Somerset is also reaffirming its commitment to address disadvantage in the north of the district, creating more opportunities for local people.



Strategic Context

UK Local Authorities are the most stretched in Europe

UK local authorities are among the most stretched in Europe, according to a new report by Moody's Investors Service. The LGA said councils were being "stretched to the maximum" as a result of the pandemic — having already lost 60 per cent of their funding since 2010 due to austerity. Croydon Council has sought emergency financial assistance from the Government in the wake of the lockdown.

In the context of austerity, North Somerset has achieved significant revenue savings, working towards being more self-sufficient. With that being said, increasing service demand and demographic pressures exist within the region and show no signs of disappearing. Utilising the property portfolio to generate sustainable income streams, with efficient and effective use of the Council's assets, is crucial in addressing the funding gaps that show no signs of receding.

A key aim of this Strategic Asset Management & Property Plan is to facilitate the future needs of North Somerset Council's services and functions within their financial means, while maximising opportunities for residents, visitors and businesses. It's been suggested that this will require:

- Achieving financial savings and generating income to support our budget pressures
- Reducing our carbon footprint to net zero by 2030
- Developing an attractive place for business investment and sustainable growth
- Focusing on tackling inequalities, improving outcomes and encouraging healthier lifestyles
- Engaging with and empowering our communities
- Managing our resources and investing wisely
- Embracing digital technology
- Empowering staff and encouraging continuous improvement and innovation
- Providing professional, efficient and effective services, i.e. digital libraries
- Collaborating with partners to deliver the best outcomes.



Strategic Context

The impacts of Brexit are, as yet, unknown and could further constrain North Somerset's resources – and the South West of England more broadly, so the above objectives of this strategy are all the more important in this context. (The UK and EU have until 31 December 2020 to agree the new rules of how they work together.) Concerns around how tourism will be impacted by both the pandemic and Brexit could also have significant implications for the region, though could also create opportunities – such as at, and around, Royal Portbury Dock (the part of the Port of Bristol that sits within North Somerset).

A Green Recovery to Address the Climate Emergency

With North Somerset having declared a climate emergency in January 2019, the impacts of Covid-19 re-emphasise the importance of the Council's objectives, including becoming a net zero carbon council by 2030, having an energy efficient built environment, pursuing sustainable development and increasing resilience at a local level.

The political impetus is there nationally to 'build, build, build' but the opportunities should be harnessed to ensure those impacted most by the pandemic benefit. Inclusive and green growth is key to 'build back better.' North Somerset's vision remains an open, fairer and greener North Somerset and upskilling residents and creating associated green employment routes, in partnership with local organisations will enable this.

Many authorities are using their existing assets to generate renewable energy and contribute to circular economies. North Somerset's Climate Emergency Strategy & Action Plan sets out similar aspirations and clear plans to achieve them. The council also wishes to influence behavioural change in the home to help address the climate emergency.



Strategic Context

Working from Homes Means Re-thinking Assets

Working from home, fewer polluting train and car journeys, and more time spent on productive work means many large employers are confirming people will be able to work more flexibly. Whilst there is no digital tool (Skype, Zoom or Teams) that can be a replacement for collective human physical experience, the operative word here is 'augmented'. Physical and digital must now combine in new ways. North Somerset Council are embracing digital technology to facilitate this.

Some organisations are using their assets to leverage existing public-private regeneration partnerships. Others are assembling land to create a bigger offering to the market that will transform their town and leverage larger returns. More still are finding ways to deposit sites within their own asset-backed vehicles, thereby releasing cash and retaining the asset for medium- to long-term commercial gains. North Somerset objectives include reinvesting wealth in local neighbourhoods and curating award-winning places for the public.

The Future of Tourism

Visit Britain are calling for using the outcomes from the June 2019 Tourism Sector Deal to prepare the sector for a new era of travel and to support in the levelling up of poorer communities across the UK as part of the recovery. The Tourism Sector Deal sets out how the industry will deliver against the five key pillars of the Government's Industrial Strategy. North Somerset is well placed to support, and capitalise on, tourism's contribution to the economy. It will also benefit from the major marketing campaign focused on domestic travel.

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Regulatory Framework

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Regulatory Framework

A time of significant change

This asset management strategy is being produced at a time of significant change. For example, in the wake of the Grenfell Tower tragedy, a number of advice notes for building owners were introduced on the measures they should take to ensure their buildings are safe. These are all now captured in the Government's guidance: Building safety advice for building owners, including fire doors.

Efforts to facilitate a recovery following the pandemic lockdown have also led to changes to planning use class orders from September 2020 to help provide property flexibility for developers in England at a time where there is a need to repurpose town centres and high streets quickly. The table below provides a brief summary of how uses will be reclassified from 1 September 2020:

USE	USE CLASS UNTIL 31 AUGUST 2020	USE CLASS FROM 1 SEPTEMBER 2020
Shops	A1	E
Financial & Professional Services	A2	E
Food & Drink (mainly on the premises)	A3	E
Business (office, research and development and light industrial process)	B1	E
Non-residential institutions (medical or health services, crèches, day nurseries and centres)	D1	E
Assembly and Leisure (indoor sport, recreation or fitness, gyms)	D2	E
Non-residential institutions (education, art gallery, museum, public library, public exhibition hall, places of worship, law courts)	D1	F.1
Shop no larger than 280sqm (selling mostly essential goods and at least 1km from another similar shop); community hall, outdoor sport/recreation area, indoor or outdoor swimming pool, skating rink	A1	F.2
Public House, wine bar, drinking establishment	A4	Sui generis
Hot Food Takeaway	A5	Sui generis
Cinema, Concert Hall, Bingo Hall, Dance Hall, Live music venue	D2	Sui generis

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Regulatory Framework

The Planning System

Longer term, the Government is proposing significant changes to the planning system. Its consultation Planning for the future sets out reforms including:

- **Zoning:** local plans zoning all land in their areas for “growth”, “renewal” or “protection”.
- **Renewal:** Areas zoned for renewal will be seen as suitable for some development, such as densification and infill development, and will benefit from a statutory “presumption in favour” of development. Schemes that accord with locally-drawn up design codes will benefit from a “fast-track for beauty” recommended by the government’s Building Better Building Beautiful Commission.
- **Local plans:** Local authorities will have 30 months to produce a new-style stripped back local plan, down from a current average of seven years.
- **Section 106 scrapped:** The existing system of developer contributions is to end.
- **Top-down housing targets:** The government plans to reimpose top-down housing targets on local authorities.
- **Scrapping ‘Duty to co-operate’:** Councils will no longer have a duty to co-operate with each other over the drawing up of local plans.
- **Protected:** Areas zoned as “protected” will essentially continue with the existing planning process. Importantly, areas of open countryside with no specific wildlife or landscape protections currently can be designated “protected”
- **New design code body:** Given the role of supporting local authorities in the creation of local design codes,
- **More permitted development:** Within the “renewal” areas, certain pre-approved development types – such as the densification of suburban semis – will be given automatic pre-approval via new permitted development rights. These new PD rights will also have to take account of local design codes.
- **Digital planning:** Public involvement in local planning is to be hugely expanded by digitising the service, to allow much easier public access to planning documents.

Although it will be some time before any planning reforms are implemented, it is important to note the Government’s desired direction of travel and consider its implications for this strategy, particularly the implications of the proposed zones and permitted development rights and the opportunities these could present



Regulatory Framework

Health & Safety compliance

Ensuring the health and safety of residents, staff and others using the council's buildings is the top priority for the effective management of the council's assets. The primary statutory instruments driving statutory compliance for property assets are:

- The Health and Safety at Work etc. Act 1974
- Managing Health and Safety at Work Regulation 1999
- The Regulatory Reform (Fire Safety) Order 2005
- The Building Regulations 2000 (as amended)
- The Control of Substances Hazardous to Health COSHH Regulations 2002 and Amendment 2003
- The Control of Asbestos Regulation 2012
- The Health and Safety Executive Approved Code of Practice (ACoP) Guidance on Legionnaires Disease, the Control of Bacteria in Water Systems L8.

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Energy Performance Certificate

From April 2018, legislative changes make it unlawful to let residential or commercial properties with an Energy Performance Certificate (EPC) Rating of F or G (i.e. the lowest two grades of energy efficiency). Assets that fail this standard need to be identified and this information fed into investment decision-making.

Regulation of asset management activities

The main framework for the regulation of asset management activities in the UK is contained in the Financial Services and Markets Act 2000 (FSMA) and various instruments introduced under the powers contained in the FSMA.



North Somerset Policy Framework



North Somerset Policy Framework

Corporate Plan 2020-2024

The vision for 2020-2024 is for “An Open, fairer, greener North Somerset.”

- **Open:** We will provide strong community leadership and work transparently with our residents, businesses and partners to deliver our ambition for North Somerset.
- **Fair:** We aim to reduce inequalities and promote fairness and opportunity for everyone.
- **Green:** We will lead our communities to protect and enhance our environment, tackle the climate emergency and drive sustainable development.

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Priorities

The vision is ambitious and long term. To help focus on delivery, North Somerset have set three broad aims, each with a set of priorities described as follows:

A thriving and sustainable place

- A great place for people to live, work and visit
- Welcoming, safe and clean neighbourhoods
- To be carbon neutral council and area by 2030
- A transport network which promotes active, accessible and low carbon travel
- An attractive and vibrant place for business investment and sustainable growth
- A broad range of new homes to meet our growing need, with emphasis on quality and affordability.

A council which empowers and cares about people

- A commitment to protect the most vulnerable people in our communities
- An approach which enables young people and adults to lead independent and fulfilling lives

- A focus on tackling inequalities and improving outcomes
- Partnerships which enable skills, learning and employment opportunities
- A collaborative way of working with partners and families to support children achieve their full potential.

An open and enabling organisation

- Engage with and empower our communities
- Empower our staff and encourage continuous improvement and innovation
- Manage our resources and invest wisely
- Embrace new and emerging technology
- Make the best use of our data and information
- Provide professional, efficient and effective services
- Collaborative with partners to deliver the best outcomes.



North Somerset Policy Framework

North Somerset core strategy (Local Plan)

The North Somerset Vision as set out in the Sustainable Community Strategy (SCS):

Sustainable, inclusive, safe, healthy, prosperous communities thriving in a quality environment

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To help achieve the vision the SCS has developed six shared priorities:

Tackling disadvantage and promoting equality of opportunity

Developing strong inclusive communities

Ensuring safer communities

Improving health and wellbeing

- Developing a prosperous economy and enterprising community
- Living within environmental limits.



North Somerset Policy Framework

North Somerset Local Plan 2038

North Somerset are currently consulting on a new Local Plan to run from 2023-2038. Its aim is as follows:

By 2038 there will be a transformation in the way we live which reflects a more responsible attitude to climate change and the use of resources. New homes, buildings and communities will be highly sustainable, accessible and attractive places with higher quality standards. There will be more diversity in terms of the form and type of new development to increase variety and choice to better meet the needs of all, create jobs and to tackle inequality. Regeneration will transform and breathe new life into existing towns and valued areas will be protected. People's well-being, a strong sense of community, opportunity and fairness will be at the heart of all development in North Somerset.

Emerging aims

- The emerging aims of the local plan are summarised as follows:
- Tackle the climate change challenge
- Build sustainable development
- Treasure valued assets
- Raise design quality
- Regenerate our towns and communities
- Improve the life prospects of local

Emerging Priorities:

1. To deliver the zero-carbon ambition by maximising opportunities for low carbon development and use of renewable energy.
2. To prioritise the location of new development close to places with a wide range of services, facilities and job opportunities to encourage walking and cycling, or with easy access to high-quality and effective public transport.
3. To deliver a diverse range of housing in a variety of tenures, sizes and forms to meet future needs at locations where they are most needed.
4. To deliver essential new strategic transport infrastructure to support regeneration and job creation and significantly reduce out-commuting, particularly from Weston-Super-Mare to Bristol.
5. To increase the number and range of job opportunities at Weston-Super-Mare and in the north of the district.
6. To prioritise the importance of the green infrastructure network when considering new development, support priority habitats and species and safeguard areas at risk of flooding.
7. To provide essential infrastructure in step with development, both transport and community infrastructure such as schools.
8. To deliver higher residential densities through good design, particularly at town centres and transport hubs.
9. To address the decline in the town centres of Weston-Super-Mare, Clevedon, Nailsea and Portishead through supporting regeneration and place-making initiatives which revitalise these places as the focus for retailing, community uses, housing and jobs.
10. Developing new and existing communities in a way which enhances health and wellbeing, reduces inequalities and is child and family friendly.



North Somerset Capital Asset Management Plan

North Somerset have an existing Capital Asset Management Plan which sets out and identifies key information regarding their current property portfolio as well as identifies key issues and priority areas for change from 2016 to 2021. In essence, this strategy identifies how the property portfolio can achieve key corporate outcomes from their Council's Corporate Plan 2015-2019. The existing key outcomes are as follows:

- Prosperity and Opportunity and how to drive growth throughout North Somerset
- Health and Wellbeing, allowing residents to make healthy decisions while providing quality health and care services to its residents
- Quality Places, promoting sustainable housing growth while empowering people and communities to flourish.

Page 180

The 2015 CAMP acknowledged that the Council has limited resources (both financial and human) to fulfil the key objectives identified. However, they can support ongoing maintenance and improvement of the Council's asset portfolio. Resources will continue to be limited as these are prioritised against a number of other core revenue and capital investment demands.



North Somerset Capital Asset Management Plan

With this identified, the CAMP discusses five themes in detail as follows:

1. Optimising the existing estate

The total portfolio consists of 2898 assets within its asset register. When excluding non-core assets including Highways and Public Open Space etc, there are a remaining 756 core assets. While significant progress has been made to reduce the size of the portfolio through disposition and consolidation strategies, further work is underway to continue this trend of downsizing. This will enable a leaner more efficient asset portfolio, where income is maximised with a number of proposals and opportunities identified in Schedule A of the CAMP.

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2. Managing the efficiency of the estate

With funding for the purpose of repairs and maintenance reducing over the next few years, it is crucial that the consolidated estate is managed with a greater emphasis on efficiency. This includes that building maintenance resources are used effectively; investment is made in the right buildings and for suitable purposes and that the right works are undertaken in the most cost-effective manner possible. Building maintenance budgets are devolved to the individual directorates and as such it is crucial that asset managers work closely with each directorate to assist with ongoing maintenance requirements as well as leasing and management.

3. Managing property to improve energy efficiency

The existing CAMP identifies two key objectives to promoting sustainability across the portfolio. These being the reduction of carbon emissions and the compliance with the Energy Act 2011. Asset Management is actively seeking opportunities to reduce emissions through the use of advanced technology. Future emphasis should be placed on appropriate retrofits that will ensure movement towards a carbon net zero portfolio. As of 2018, all assets undergoing a lease renewal or disposition must achieve an energy certificate rating of E or better. Effective measures will need to be explored to utilise the Council's resources strategically to ensure that this requirement is met.



North Somerset Capital Asset Management

4. Regenerating property for economic growth

Real estate has a strategic role in promoting regeneration and economic growth throughout North Somerset. The strategic use of the Council's portfolio can be utilised to achieve future job promotion, housing growth and provide infrastructure throughout the region. Utilising the Council's portfolio as a catalyst for promoting growth has been undertaken with several corporate partnerships across the region. In addition to this, acting as a prominent developer in the region, the Council's involvement in major regeneration projects, while relatively recent in nature has been growing significantly. With that being said a future regeneration strategy will provide a framework for decision-making and will help to progress this even further.

Property Investment to generate income

While consolidation and shrinking the size of the portfolio is a previous objective, future acquisitions will be targeted with the goal of income generation. A framework for property investment will enable the Council to act as a central value-add property investor within the region. Properties should be targeted that are self-sufficient and do not place further stress on the revenue budget but utilise alternative sources of income to fund its operations and maintenance. Few properties within the existing portfolio can be classified as being held specifically for income generation. This is a new field for the Council and as such it is probable that external advice will be necessary in developing the framework and eventual strategy.



North Somerset Capital Asset Management

Key Initiatives

Estate rationalisation and co-location with strategic partners

In 2009/10, an outline business case set out changes to the estate programme to reduce accommodation and carbon footprint impact and to collocate with strategic partners. This led to the creation of two shared hubs at Castlewood and the Town Hall (instead of 22 dispersed buildings) and increased utilisation from 1450 people to over 2050 people. In the immediate years following, this achieved the following for North Somerset:

- Page 183
- £700k annual savings in rent and maintenance
 - £600k annual partner-generated income
 - Huge overall savings to the public purse for the district of North Somerset
 - A 50% reduction in office accommodation
 - A more flexible estate that was responsive to challenges
 - A shift of approach meaning the council and partners were 'users' and not 'owners' of assets
 - Property being seen as an asset rather than an overhead.

There have since been issues identified in these two buildings. For example, at Castlewood, low energy efficiency (EPC G – the lowest rating possible), high annual maintenance (circa. £100k) and high backlog maintenance costs (£3.4). However, the positive outcomes continue to be co-location with partners, a Council presence in the more deprived north of the district where outcomes need to be significantly improved, and substantial sub-let income (rent and service charge contribution) now in the region of £900k per annum.



North Somerset Capital Asset Management

Key Initiatives

Estate rationalisation and co-location with strategic partners

To ensure the benefits continue, issues are addressed and Council strategy is adapted to the Covid-19 world where more people may work from home, ongoing consultation with strategic partners will be essential to the successful implementation of this SAMP. Strategic partners who currently share accommodation include:

Castlewood

Council teams, Sirona Health and Care, CCG, Police, Ambulance, Agilisys, Liberata, Somerset County Council and BANES. 47% of the office space is occupied by NSC teams and 53% by partners.

Castlewood also houses the DWP in the gateway on the ground floor. The DWP host regular surgeries by Citizens Advice, Alliance Living the National Careers Service, NSC Housing team and Health Trainer's Team and Liberata's Revenues and Benefits team.

Town Hall

NSC teams, Agilisys, Liberata, Sirona Heath and Care, Unison and the Police. 67% of the current office space is occupied by NSC staff and 33% by partners. The Town Hall also houses the main customer gateway for the Council. Services which operate out of the gateway include Housing, Revenues and Benefits, Licensing, Children's Case Conferences, the Register Service and Health Trainers. The council generates income from letting space to the Probation Service and operating a police enquiry service. The Town Hall gateway also houses the central library. There are plans to move the police enquiry services from the main gateway to the business lounge during summer 2020. The police will operate this and pay the Council a lease rental.

Building Control, Community Connect, Support Alliance and the Police Beat Team hold regular customer surgeries in the gateway.

With further changes in the way staff work, an increase in remote working and the impact of COVID, the Council has now been presented with an opportunity to review their accommodation requirements and address some of the failings of their core office estate. This Accommodation Strategy 2021 is being undertaken in tandem with this SAMP and will need to be subsequently aligned as part of the Delivery of the Strategy described in Part 3 of the SAMP.



North Somerset Capital Asset Management

Key Initiatives

One Public Estate and Land Release Fund September 2020

One Public Estate (OPE) is a national initiative managed by central government to enable public sector organisations to ‘rationalise their asset and estates management’. Local authorities were/are able to bid for project funding to facilitate the sharing of buildings and services with other public sector organisations. OPE already supports several wider public sector priorities including housing, health and social care integration, joined-up public services, town centre revival, regeneration and local growth deals.

A new One Public Estate and Land Release Fund Prospectus was published in September 2020. Along with facilitating the sharing of buildings and services, the Land Release Fund (LRF) is a programme which enables councils to bring forward surplus council-owned land for housing development.

As the public sector responds to the impact of COVID-19, partners are considering their role in economic recovery. The pandemic has also led partners to consider future models of service delivery, to make use of digital technology and flexible working across sectors. Working in partnership will lead to greater opportunities for collaboration through shared spaces, joined up services and released surplus assets – which in turn will promote lower carbon solutions and new economic activity.

In light of these opportunities, £30 million of new funding is available to support local delivery. This comprises:

- £10 million OPE revenue grant for public sector land and property projects, including £2 million of sustainable grant funding
- £20 million Land Release Fund capital grant for council projects.

The deadline for bids is 12 November 2020, with the announcement of funding awards in February 2021. Any applications North Somerset is undertaking for either of these funds is likely to be relevant to this SAMP and should be in-keeping with its objectives



North Somerset Capital Asset Management

Key Initiatives

West of England Combined Authority (WECA)

Whilst North Somerset is not a formal part of WECA, the authority supports the Local Enterprise Partnership (LEP) which covers Bath and North East Somerset, Bristol, North Somerset and South Gloucestershire. Together, the aim of WECA and the LEP is to deliver economic growth for the region and address some of our challenges, such as productivity and skills, housing and transport. North Somerset also forms part of the West of England Joint Committee and therefore the objectives and strategy of WECA needs to be considered as part of the SAMP.

The WECA business plan for 2020-2021 supports the aspiration to be a driving force for clean and inclusive economic growth in the West of England. The activities included in the business plan aim to ensure that people benefit from more job opportunities, a stronger economy and a high quality of life.

The Overarching Objectives are:

- **Inclusive Growth:** The West of England is determined to ensure that all residents have the chance to both contribute to and benefit from the region's success. They want to remain a place where businesses are keen to locate, where people want to live and where there are opportunities for all.
- **Climate Change:** The West of England declared a Climate Change Emergency on 19 July 2019, committing the region to becoming carbon neutral by 2030. The WECA Local Industrial Strategy identifies a series of actions to take forward to support clean growth. Activity is already underway, and they are investing to tackle congestion and improve public transport, support businesses to adopt energy efficient measures through the West of England Low Carbon Challenge Fund and investing in research and innovation projects.



North Somerset Capital Asset Management

Key Initiatives

West of England Combined Authority (WECA) cont.

The Operating Framework of the Business Plan identifies three priority areas:

1. Infrastructure fit for the future: The ambition is to enable residents to move seamlessly around the West of England region between work, home and leisure activities, and to provide high quality, affordable homes. The ambition aims to achieve zero net carbon by 2030. The right infrastructure is central to that commitment, both physical and digital. Infrastructure is also key to maximising productivity across the region, connecting rural and urban communities, and driving clean and inclusive growth.
2. World class skills: By 2036, the West of England will be internationally recognised for its sustainable, inclusive and diverse economy, providing a high quality of life, prosperity and opportunities for all its residents. People will be skilled, healthy and able to achieve their potential. Businesses will play an active role in shaping employment and skills provision across the region and they will be able to find the skills and talent they need to innovate, add greater value and thrive.
3. Businesses that succeed: They want to find better ways of working with existing businesses to achieve their potential as well as attracting more businesses to the region. They want to support key sectors including aerospace & advanced engineering, creative & digital, and professional services. They want collaboration between sectors and communities. Increasing productivity and exports are a key area of focus, along with continuing to find new ways to support innovation and promote inclusivity and clean growth.



North Somerset Capital Asset Management

Key Initiatives

Millcross Development

Up to 60 affordable homes are to be built on an allocated housing site in the centre of Clevedon in North Somerset. The Millcross site is to be purchased from NHS Property by the council in a back-to-back deal with Alliance Homes, who will deliver the new homes. The purchase will be through OPE and funded through the immediate re-sale of the land to the affordable housing provider Alliance Homes.

Health & Community hub in Weston-Super-Mare

North Somerset was successful in its 2015/16 bid to join the One Public Estate Programme. In 2016/17, the Council was successful in securing funding through the programme for a multi-use health and community hub in Weston-Super-Mare as part of its effort to regenerate the town centre. Alongside this project, NHS partners reviewed primary care provision across the whole of Weston-super Mare as part of their Primary Care Transformation Programme, including provision on the Weston Villages site, and developed a business case for NHS capital monies. This is just one example of how a partnership approach can best meet local need. One Public Estate and NHS stakeholders including the Clinical Commissioning Group should be consulted when developing asset management delivery plans.

Birnbeck Pier

Recent partnerships related to assets include efforts by North Somerset Council, Historic England, and the RNLI to improve the fortunes of Birnbeck Pier – a Grade II listed Victorian pier in Weston-Super-Mare, that links the mainland to Birnbeck Island. Due to deterioration, a Compulsory Purchase Order is due to be issued to facilitate the RNLI moving back to the island, which would include a transfer of ownership.



North Somerset Capital Asset Management

Key Initiatives

Asset implications of schools converting to academies

An example of the asset implications when a school converts to an academy, is when Ravenswood School converted to academy status and joined the Inspirational Futures Trust. The school site is owned by the council and comprises part of a larger site. It was agreed that a standard academy lease would be granted to the trust on the following principal terms and conditions:

- Page 189
- 125-year lease
 - Peppercorn rent if demanded
 - Tenant is responsible for repairs, maintenance and insurance for the building and grounds
 - Permitted use: education services, and ancillary community, fundraising and recreational purposes
 - Rights to access outlined
 - The tenant will reimburse the council's legal costs in connection with granting the lease.



North Somerset Capital Asset Management

Sustainability

North Somerset Council declared a climate emergency at the beginning of 2019. Since then, the council has been looking at ways to become carbon neutral.

North Somerset Climate Emergency Strategy

The North Somerset Climate Emergency Strategy is a live document which outlines seven key principles for how the council will address the causes and consequences of climate change, with the aim to be carbon neutral by 2030. The Strategy is supported by the accompanying Climate Emergency Strategic Action Plan and Data Dashboard. The Strategy is owned by the cross-party member Climate Emergency working group and will link in with the developing North Somerset Corporate Plan 2020-2025, Medium Term Financial Plan, and other strategic plans including the Economic Plan and the Joint Local Transport Plan.

The Climate Emergency Strategy and Action Plan will be reviewed annually to confirm principles and to analyse progress. Its seven key principles are:

- Become a net zero carbon council
- An energy efficient built environment
- Renewable energy generation
- Repair, reuse, reduce and recycle
- Replenish our carbon stores
- Reduce emissions from transport
- Adapting to climate change.



North Somerset Capital Asset Management

Sustainability

North Somerset Climate Emergency Action Plan

The Climate Emergency Action Plan is aligned to the seven key principles of the above strategy, with multiple actions for each principle all aligned to the council's level of influence and the scope each action will have on emissions (scope one, two or three). For each action, the council ask: what will success look like? These success measures form the basis of the Climate Emergency Data Dashboard. The Data Dashboard measures progress on a quarterly basis.

Rewilding

The council has agreed to begin rewilding areas in North Somerset. This means they will be creating new habitats to enable wildlife to flourish as well as helping to address climate change. This will include planting trees and letting some areas of grass grow longer.

Local Plan 2038 Sustainability Appraisal

The sustainability appraisal (SA) is a process that aims to ensure that all significant plans and programmes that relate to land use issues are compatible with the aims of sustainable development. This scoping report sets out a framework for how the SA will be carried out for the new local plan. Some of the issues the plan will be considering are how to:

- Work towards the council's target to be carbon neutral by 2030
- Make sure the council provide for the right type and number of homes, in the right places, to meet the needs of the people who live here, now and in the future
- Allocate space for business and set out what other infrastructure is needed to support economic growth and the new homes
- Allocate sites for other land uses where these are known, including retail, community facilities, transport, local waste and minerals
- Update or create planning policies to make sure all new buildings are high quality and of sustainable design, and to protect North Somerset's natural and built environments
- Address flooding and drainage issues.



North Somerset Capital Asset Management

Sustainability

Implications for asset management

The delivery of this SAMP will be crucial to delivering the North Somerset Climate Emergency Strategy & Action Plan to achieve becoming a net zero carbon council by 2030 and having an energy efficient built environment. It is also imperative that the strategy embraces a commitment to sustainable development, and in particular, contributing to the allocation of sites for the required infrastructure needed to support economic growth and new homes, including retail, community facilities, transport, local waste and minerals. The most relevant actions under each principle to address climate change, in terms of asset management, are:

Become a net zero carbon council

- Support flexible working and home working to reduce the carbon footprint of our workforce
- Review our estate to investigate means of increasing energy efficiency of heating, lighting and cooling systems.

An energy efficient built environment

- Aim for all our new homes to be zero carbon or net carbon plus
- Aim for all our own new commercial space to be zero carbon or net carbon plus
- Aim to focus new mixed-use development on brownfield land, in town centres with public transport and proximity to major employment hubs
- Work with schools and other stakeholders to ensure their estate is energy efficient and install renewable energy sources.

Renewable energy generation

- Explore the development of strategy that discourages investment in fossil fuels and promotes renewable energy generation.

Reduce emissions from transport

- Continue to drive project delivery to shift from private car use.

Replenish our carbon stores

- Identify Council land suitable for rewilding with the aim of reducing areas of amenity grass by 20%.

Adapting to climate change

- Ensure a resilient infrastructure in North Somerset including retrofitting our built environment where necessary.



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Current Asset Base



Current Asset Base

A Summary of North Somerset Council's Assets

The Asset Register provided for this review has a total of 2,898 assets under Council control. As part of this analysis, we have split these assets into Core and Non-Core assets, this split can be seen in section 5.1.1 below. For the purpose of this analysis, we will not review the non-core assets. A brief summary of the Council's current assets and their performance – based on available information – is provided in this section. The assets include:

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Operational Estate: held for the direct delivery of council services

- Libraries
- Schools, PRUs, youth centres, children's centre
- Depots
- Civic Offices
- Cemeteries, crematoriums and mortuaries
- Children's homes
- Day centres
- Leisure centres.

Community Estate: retained for community benefit

- Community centres
- Allotments
- Monuments
- Beaches
- Nature Reserves
- Cemetery/Crematorium
- Lakes
- Woodland

Investment Estate: held primarily to provide an income and investment opportunity

- The agricultural estate
- Industrial units
- Other investment / regeneration sites

Housing Estate: managed by North Somerset

- Council housing (social rent, shared ownership and sold on long leases)
- Land parcels
- Residential properties bought back.

Highways and Green Space Portfolio

- Highways and public open space are generally not considered core sites that are potential future planning opportunities.
- Footpath
- Cycle paths
- Flood Alleviation



Current Asset Base

A Summary of North Somerset Council's Assets

Types of asset

This SAMP is most applicable to core sites that are relevant to future planning and may be prioritised by the Council as key sites. The table below details core and non-core sites.

The non-core assets have been segregated from this review as they will not be relevant to the purposes of this Asset Management Strategy. They are however still important assets that will need to be retained and managed by the Council.

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CLASSIFICATION	ASSETS	PROPERTY DESCRIPTION
Non-Core (2,158 assets)	958	Highways
	837	Public Open Space
	221	Footpaths
	8	Allotments
	10	CCTV Equipment
	4	Cemetery/Crematorium
	18	Beaches
	2	Flood Alleviation Site
	37	Playing Field / Play areas
	1	Cycle paths
	3	Lakes
	7	Monuments
	6	Nature Reserves
	30	Rights of way
	16	Woodlands

CLASSIFICATION	ASSETS	PROPERTY DESCRIPTION
Core (742 Assets)	2	Activity Centre
	2	Bandstand
	69	Car Park
	14	Children's Centre
	32	Children's Play Area
	7	Civic Amenity Site
	25	Clubhouse/Pavilion
	30	Concession
	5	Entertainment Centre
	3	Garage
	14	Hall/Community Centre
	181	Housing
	8	Industrial Unit/Depot
	2	Investment
	25	Investment/Regeneration
	10	Leisure/Sports Centre
	9	Library
	13	Nursery/Playgroup
	16	Office
	82	Other
	11	Park
	24	Public Toilet
	4	Retail Outlet
	51	School
	25	School Playing Field
	20	Shelter
14	Smallholding	
14	Store/Shed/Hut	
4	Travellers Site	
23	Utilities	
3	Youth Centre	



Current Asset Base

A Summary of North Somerset Council's Assets

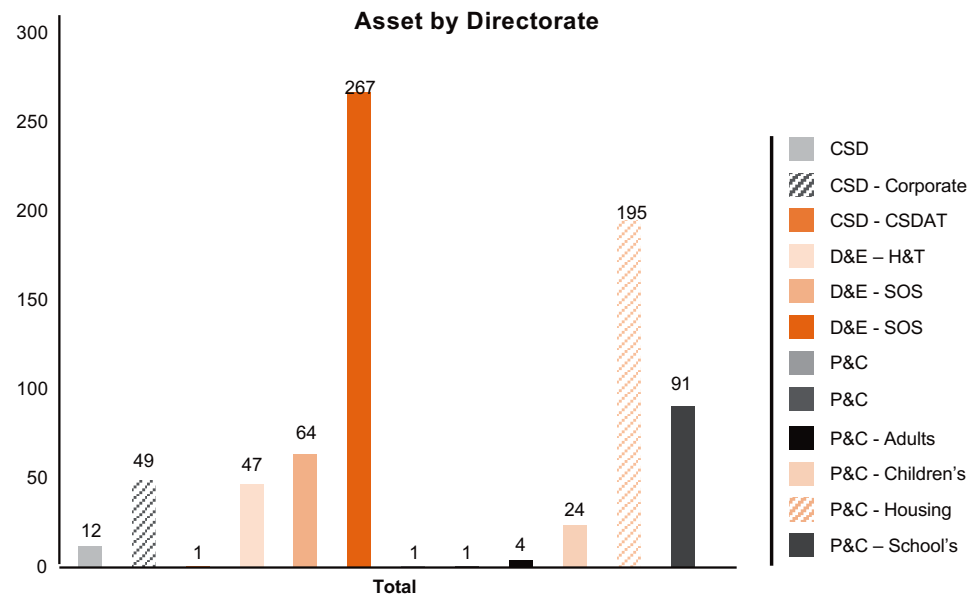
Core Assets by directorate

- North Somerset's Assets sit within the following directorates:
- Development and Environment (D&E)
 - C&CS: Community & Consumer Services
- People & Communities (P&C)
- Public Health & Regulatory Services
- Corporate Services (CSD)
 - CSDAT: Community Safety & Drug Action Team

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The directorates that manage the highest number of operational assets are:

- Development & Environment – Streets and Open Spaces (D&E - SOS) = 267
- People & Communities – Housing (P&C Housing) = 195





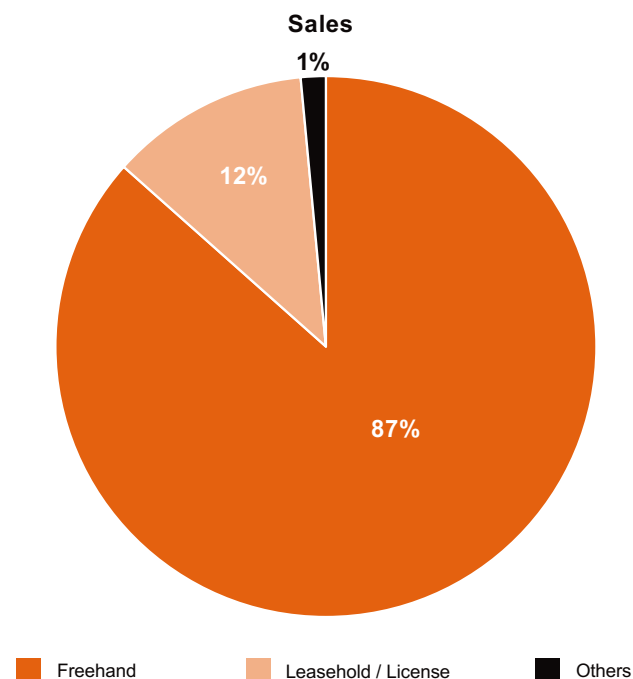
Current Asset Base

A Summary of North Somerset Council's Assets

Operational Portfolio Ownership

The North Somerset operational portfolio includes a number of buildings across the region accommodating the operation of various council services. North Somerset have (95%) freehold ownership across all sites including both core and non-core and 87% across key core operational sites. Having such a high proportion of assets within freehold allows the council to have control over the future opportunities surrounding disposal and regeneration. Any proposed change of course remains subject to planning constraints.

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Current Asset Base

Property records, data and management systems

The Council holds property terrier (ownership) information in both hard and soft copy format. The Council's property deeds, and historic information are safely stored within the Councils archive / record storage facility. These records are called from storage infrequently and are only required in specific circumstances such as when a property is formally disposed of. Electronic copies of terrier and ownership information has been scanned and record on to the Council's data filing software system Earthlite. This system is managed and maintained by the Property team.

The Council holds property data and information in many different formats and systems from hard copy records, to spreadsheets, shared and drives and the compliance management software. The devolved management structure for property that currently exists makes recording and sharing accurate information challenging with often multiple copies and versions of the same information held by different departments. In some cases, properties are controlled/managed by the services, who in the main, do not have the relevant qualifications. This could easily lead to failures, liability and prosecution issues and should be addressed as part of the future Property Strategy.

To support the capturing of accurate running costs, reduce duplication in record keeping and processing and to bring transparency of cost in use the Property & Asset Management team should undertake a review of all systems, software and procedures and if necessary, develop a business case for an improved management system, to support the management of the Council's estate. The use of Property Asset Management Software is considered good practice for all large organisations and will enable accurate information to be produced quickly and efficiently to support decision making and to produce property performance data as well as supporting medium to long term investment decisions.



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STRATEGIC ASSET MANAGEMENT PLAN PART 2 – SHAPING THE FUTURE ESTATE

North Somerset Council

February 2021



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introduction

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Purpose of Document

Overall aim

North Somerset Council holds property to sustain and support its corporate objectives as set out in the Corporate Plan, and other strategies.

The aim of the Strategic Asset Management Plan (SAMP) is to set out the Council's vision, aspirations and objectives for its land and property assets portfolio, and to outline a 10-year plan for how it intends to achieve these outcomes. It is a strategic framework setting the core principles for the future use and management of the Council's assets in order to enable the successful delivery of council services.

This document forms the second part of the Asset Management Strategy and provides the strategy to deliver the future estate through a review of service-based asset strategies, the vision, objectives and the decision-making framework for the asset review.

When combined with Part 1 – Strategic Context and Part 3 – Delivering the Strategy, the report forms a complete Strategic Asset Management & Property Plan (SAMPP) and replaces the Corporate Asset Management Plan 2016-2021. All parts of the report should be read in conjunction with the Council's land and property rules.



Asset Management Objectives

Vision

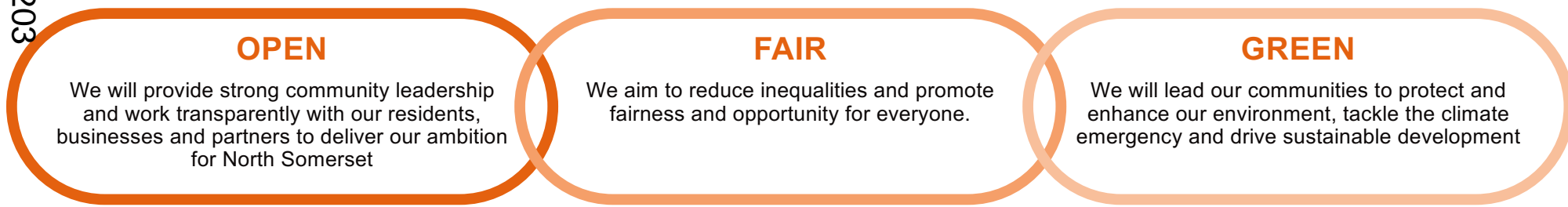
“A portfolio of assets, which facilitates the future needs of council services and functions within our financial means; whilst maximising opportunities for our residents, visitors and businesses.”

Forming the SAMP objectives

Corporate Plan

The SAMP objectives have been established following a review of the Corporate Plan 2020, the emerging priorities from the 2038 Local Plan and via consultation with senior stakeholders. The below illustration summarises the council’s Corporate Plan.

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Asset Management Objectives

Priorities

The vision is ambitious and long term. To help focus on delivery, North Somerset have set three broad aims, each with a set of priorities described as follows:

A thriving and sustainable place

- A great place for people to live, work and visit
- Welcoming, safe and clean neighbourhoods
- To be carbon neutral council and area by 2030
- A transport network which promotes active, accessible and low carbon travel
- An attractive and vibrant place for business investment and sustainable growth
- A broad range of new homes to meet our growing need, with emphasis on quality and affordability.

A council which empowers and cares about people

- A commitment to protect the most vulnerable people in our communities
- An approach which enables young people and adults to lead independent and fulfilling lives
- A focus on tackling inequalities and improving outcomes
- Partnerships which enables skills, learning and employment opportunities
- A collaborative way of working with partners and families to support children achieve their full potential.

An open and enabling organisation

- Engage with and empower our communities
- Empower our staff and encourage continuous improvement and innovation
- Manage our resources and invest wisely
- Embrace new and emerging technology
- Make the best use of our data and information
- Provide professional, efficient and effective services
- Collaborative with partners to deliver the best outcomes.



Asset Management Objectives

Key themes

The Council has reviewed the above priorities in the context of how they relate too and impact Assets and reduced these into key themes outlined below:

KEY THEMES

- 1 Financial – To act more commercially where appropriate.
The council have assets that are owned and maintained but have very little benefit to our services and community. These assets should be disposed or developed.
- 2 Equality – address north/south divide
The council is keen to ensure that the location of key services and assets for future regeneration are evenly distributed across the county and use these to address the north/south divide.
- 3 Outputs – facilitate transformation of service delivery
That assets align with service and community requirements and support their future strategies.
- 4 Estate Management – enable proactive estate management with sufficient resources
Assets are appropriately managed and maintained, leading to proactive assets management.
- 5 Flexibility – need for multi-purpose flexible assets
Assets should be multi-purpose and flexible providing suitable accommodation for our services and communities. Assets should not be service specific, but flexible and open for all.
- 6 Community benefits – ensure socio-economics are considered
Asset Management and regeneration should consider more than just finances, but also the wider socio-economic impact and community benefit they provide.
- 7 Consolidation – assets should be fully utilised
The council wants to make sure that all assets are fully utilised and plan to consolidate staff and services where possible.
- 8 Climate Emergency – achieve zero carbon by 2030
Our assets need to be energy efficient and we will achieve zero carbon by 2030. The council will lead by example for the benefit of our community.
- 9 Deliverable – ensure strategy translates into delivery plans
Whilst aspirational, this strategy will be deliverable.
- 10 Partnership – One Public Estate approach
Our assets should not just be used by our services and community but will be open to other public sector and third sector partners. This will improve efficiency and value to our community.
- 11 Modernise – ensure an ageing estate meets current/future needs
Our assets will be fit for purpose, managed and appropriately maintained.
- 12 Strategy – align to the Council's Corporate Plan vision and strategic priorities
Our Asset Management Strategy will align and help deliver our corporate plan and strategic priorities.



Asset Management Objectives

Departmental Strategies and needs

In addition to the review of the Corporate Plan and establishment of key themes, the development of the SAMP has also been informed by a range of departmental and organisational strategies. Our aim is to ensure that Asset Management is service driven.

The SAMP will therefore be informed and based on department needs, organisation needs and priorities with corporate property and assets supporting the service delivery.

Set out in this section is a summary of the key priorities and needs that have been identified through the engagement and consultation sessions and review of the strategy documents.

The table below lists the documents that were reviewed as part of the consultation process: -

Emerging Departmental Strategies

- 1 Corporate Asset Management Plan 2016-21
- 2 Sport, Leisure & Playing Pitch Draft Strategy 2020-2036
- 3 Libraries: An Essential Part of Local Recovery July 2020
- 4 Weston-Super-Mare Regeneration / Town Strategy
- 5 Economic Plan
- 6 Capital strategy & latest capital programme



Asset Management Objectives

SAMP objectives

The SAMP objectives, formed from the Corporate Plan, Local Plan and Key Themes and Service Strategies are shown below with their alignment to the Vision. The objectives have been split across three strands; Strategic, Operation and Financial:



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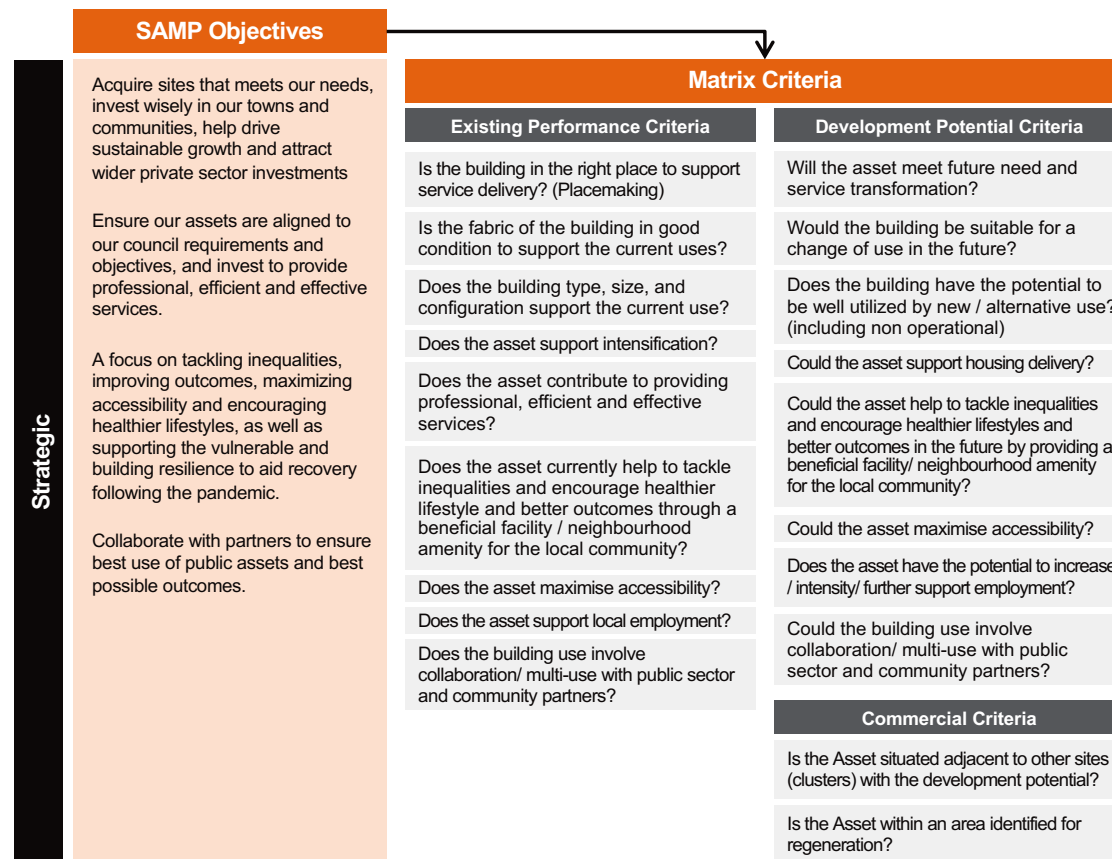


Decision-making Framework

The SAMP objectives (figure 1) have been translated into a decision-making matrix into which assets can be placed to assess their conformance. Each objective with their strand is broken down into a series of questions, split between 'existing performance' and 'potential performance' of the assets.

Strategic objectives

The strategic criteria focus on how the asset supports the current service use and strategic objectives of the Council and how the asset could potentially support service use and corporate objectives in the future. The commercial element tests the sites ability to support regeneration and development. It is important to understand if assets are fully supporting service delivery and contributing to the Councils objectives and aims. If an asset is performing well and supports objectives it should be retained and invested in.



Strategic



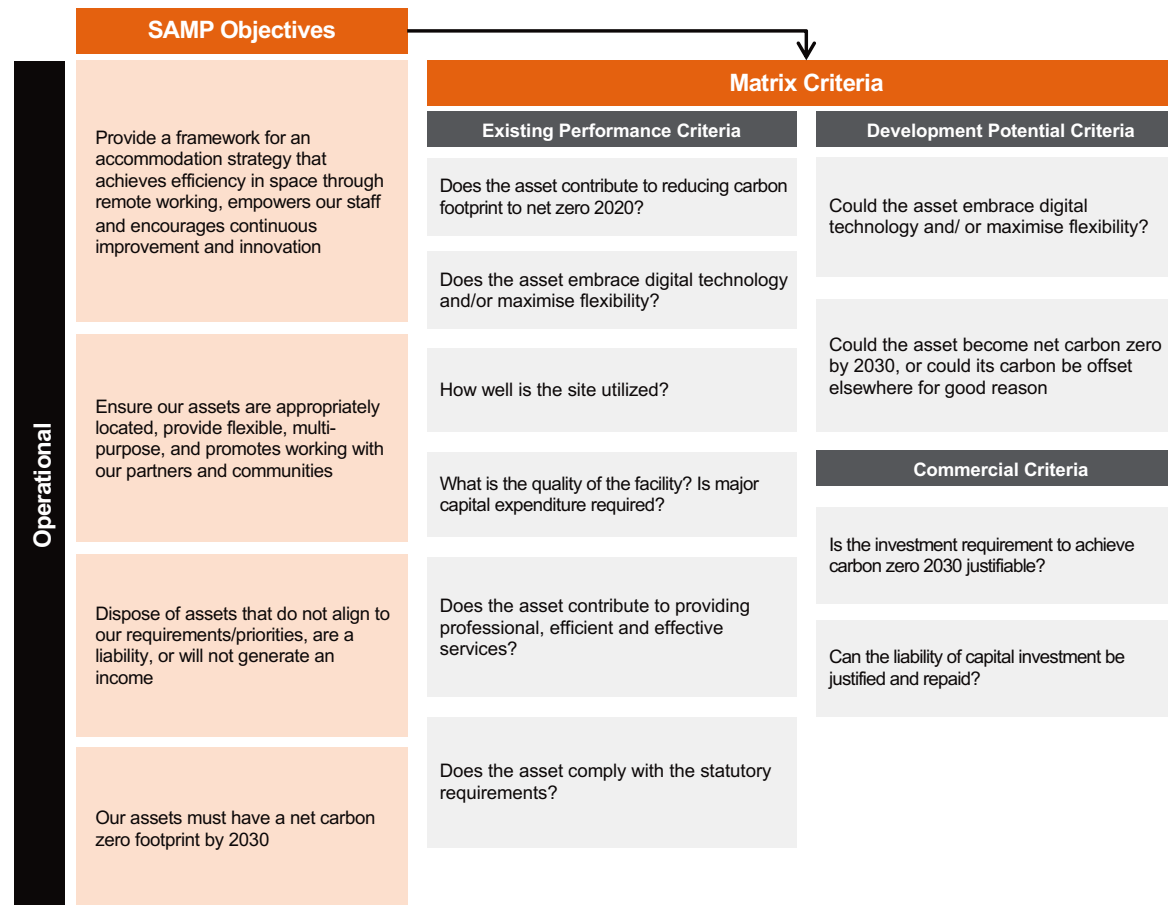
Decision-making Framework

Operational Objectives

The operational criteria focus on how the asset is currently performing, its utilisation, cost in use, future liability, and potential for change of use and improvement.

Understanding utilisation and current performance is critical for delivering a fit for purpose and cost-effective estate. An asset may be cost effective to run, but if utilisation is poor then the cost should not be considered low as it is not being used and is therefore a liability.

The commercial criteria consider the return on investment for improving the carbon rating and energy efficiency and also the cost associated with capital replacement and refurbishment. There may be instances where it is more cost effective to relocate or purchase a new building due to the medium to long term costs of retaining a building.

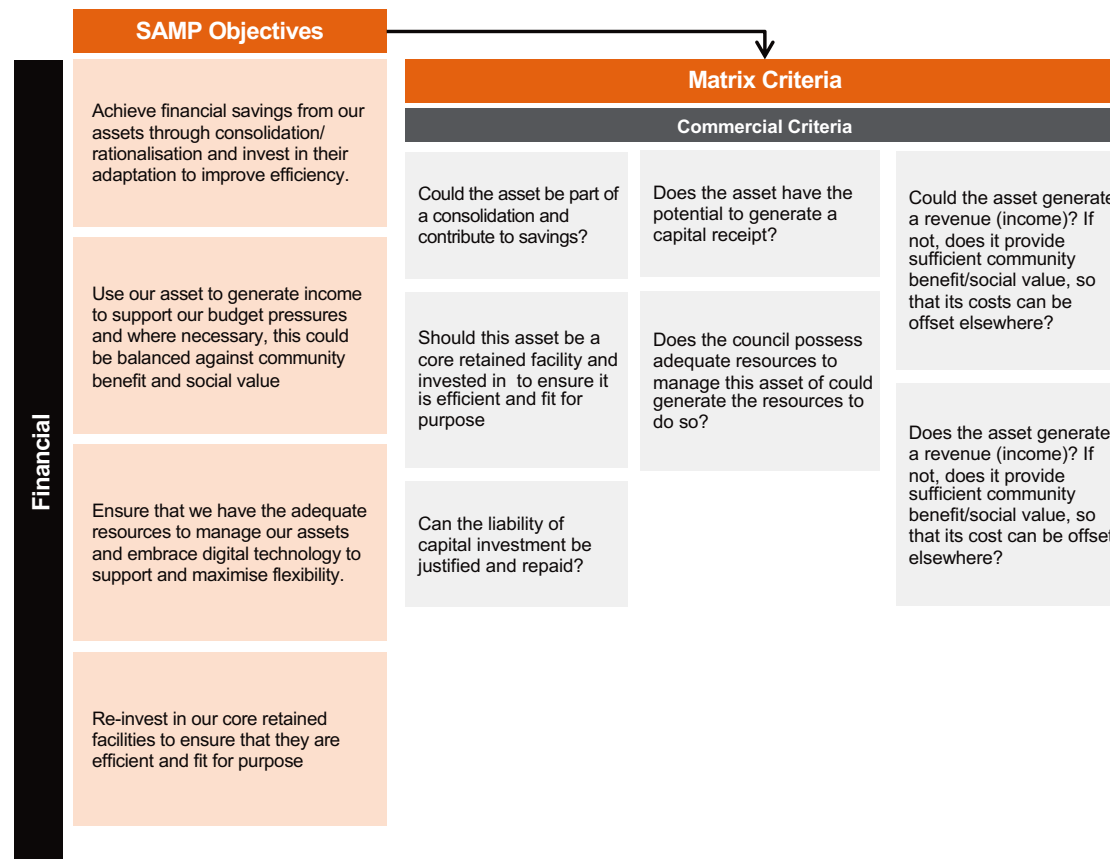




Decision-making Framework

Financial Objectives

The financial criteria focus purely on the asset's financial merits. The test challenges the cost in use, capital investment liability and the opportunity to generate a capital receipt or income. There are likely to be properties that are well performing but carry high costs or potentially have a high capital value and where these instances occur it is important to look at options to potentially relocate to accommodation that could still support service delivery, but release value or reduce liability.





Decision-making Framework

Scoring matrix

The decision-making matrix uses a simple 1-5 scoring method to assess the properties conformance with each of the criteria set out. A description of each score is set out in the table below:

Score	Description	Detailed Description
1	Fails to contribute	The property fails to meet any part of the criteria and there is little prospect of this changing
2	Part contributes	The property meets some or part of the criteria but fails to meet the majority of the most important elements
3	Meets minimum targets	The property meets the minimum criteria or the key criteria but fails to meet some of the less important elements
4	Exceeds targets	The property performs well and exceeds all of the criteria or excels against the key criteria and meets the targets of the less important elements
5	Excels against targets	The property scores highly against all elements of the criteria



Decision-making Framework

Decision making process

Over the course of the 10-year period that the SAMP will be in place every property asset should be subject to the Decision-Making Matrix process. As a priority, all operational property assets will be reviewed and scored against the evaluation matrix. This will ensure that those assets that are supporting front line services are assessed, scored and categorised at the earliest opportunity.

Through the assessment process opportunities will be identified to reduce the operational estate, generate income, capital receipts or bring forward development. Therefore, the assessment process will help the council to determine whether an asset should be retained, adapted, developed or disposed in line with ISO 55001 requirements.

The Decision-Making Matrix is formed of two parts, the first is the “Existing Performance Review” and the second is the Potential Performance Review.

The Existing Performance Review is made up of 18 core questions that are scored 1-5 against the Strategic, Operational and Financial criteria described above. In principle, where the total evaluation score is 54 or more the asset will be retained and managed to support service delivery. However, all properties that score a marginal 50-60 should be moderated and reviewed in more detail with the respective service and the property team to determine whether the asset passes or fails Gateway 1. Any assets that ‘pass’ the Gateway 1 criteria, will need to be fully assessed to understand the full impact on the long-term retention and management of this asset. As part of this assessment, the property team will develop a Planned Maintenance programme.

Where properties score less than 54, they will ‘fail’ Gateway 1 and move to part 2 of the assessment “Potential Performance Review” where the asset will be assessed against a further 13 questions.



Decision-making Framework

Decision making process cont.

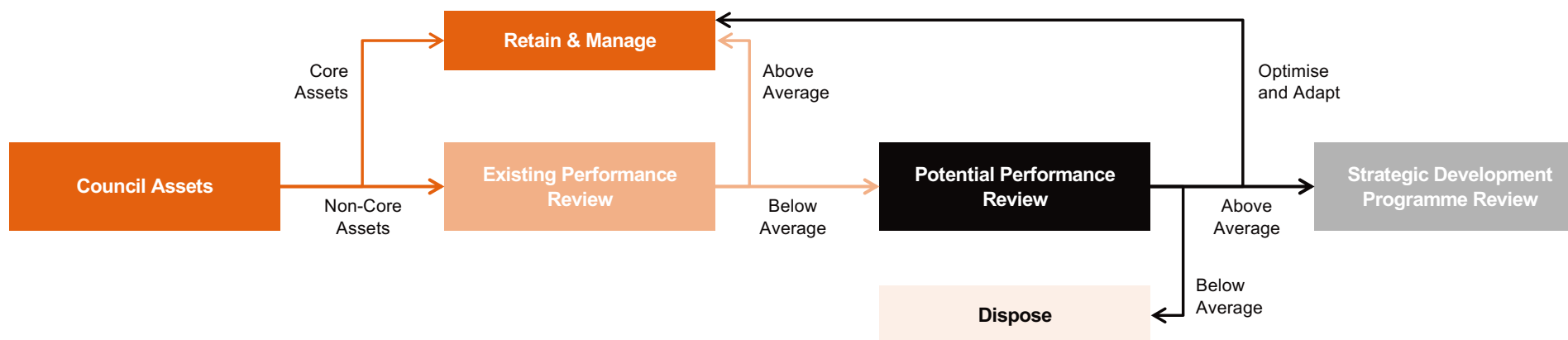
Assets that score 39 or more, will 'pass' Gateway 2 and following a review of the specific answers to the 13 questions will proceed as follows:

1. 'optimise and adapt' – This route will involve the asset being assessed by the Major Projects team as a future capital project; or
2. be reviewed by the Regeneration team for consideration for the Strategic Development Programme.

Assets that score below 39 will be reviewed by the property team for an appropriate disposal and generation of a capital receipt.

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The illustration below provides a summary of the process:





Shaping the Future Estate

Operational estate

The Council’s core operational estate is made up of buildings that support service delivery. This accommodation includes:

- Offices (Civic and back-office accommodation),
- Libraries
- Children’s Centres, Schools, Nurseries and PRU’s
- Cemetery, crematorium, mortuaries
- Leisure Centres

The Council’s Corporate Asset Management Plan was drafted and adopted in 2016. The plan sets out a background and summary of the Council’s property portfolio and identifies key issues and priorities for change over the 5-year period to 2021. The plan was drafted to support the Council’s Corporate Plan and is based around 5 key themes and sets out 10 specific priorities. The themes and priorities are set out in the table below and a summary of each is provided further on in this section.

Theme No.	Theme Description	Priority No.	Priority Description
1	Portfolio Management	1	Ensure the Estate is of Optimum Size
		2	Improve Property Utilisation
		3	Co-operation with Public Bodies to enable co-location and/or integration of services
		4	Identify Opportunities for Service and Asset Transfer
		5	Enhance Income from the Estate
		6	Make the Estate Safe and Fit for Purpose
2	Estate Management	7	Ensure Effective Estate Management of Leased Estate.
		8	Reduce Carbon Omissions
4	Energy Efficiency	9	Ensuring Compliance with Provisions of the Energy Act 2011
		10	Support North Somerset’s Growth Ambitions
		11	Develop a Regeneration Framework for Council’s Involvement
5	Property Investment Strategy	12	Develop a Property Investment Framework & Strategy



Shaping the Future Estate

Office Accommodation Strategy

North Somerset Council (“the Council”) have, like many organisations, had to adapt their ways of working rapidly in response to the COVID- 19 pandemic. Whilst this brought about challenges, it also shone a light on opportunities and demonstrated that the Council can maintain effective service delivery with significantly reduced availability of the corporate estate. This report provides a vision for a new, flexible working operating model in a post COVID-19 world, a position statement in the context of the Council’s readiness to realise this vision, as well as a framework for the required transformation programme.

The Council’s corporate estate underwent significant rationalisation in 2014 moving from 18 to 2 primary locations. The ICT landscape too was partially upgraded to facilitate remote working. In recent years, however, the number of staff working in Council offices has reduced with agility ratios in the Town Hall, and in particular Castlewood, moving close to 1:1. This, together with the results of the October 2020 pulse survey, indicate there remains opportunity to further rationalise the corporate estate through either sale or lease. Analysis indicates future desk space requirements could reduce by up to 50% or higher subject to final working practices[^]. Feedback received from colleagues in the pulse surveys aligns with the Council’s ambition to capitalise on the flexible work practices established and tested during COVID-19.

There are five primary aspects to the proposed accommodation strategy in a post COVID-19 world

1. Retention of the Town Hall as the primary office location and culture heart of the Council, but with a recognised need to invest in the building to support new ways of working
2. Continuation of home working, where this is possible considering the employee’s job role and home circumstances
3. An on-going need for family and children centres etc. outside the core Council office environments to facilitate face-to-face meetings in ‘neutral’ locations that are needed to support delivery of Council services. There is also a need for these teams to have touch-down focus workspaces away from their home working environments
4. A phased transition from Castlewood by Q3 2022 to release the site for re-development, starting with a consolidation of Council occupation from Q1 2021 and subsequent release of space to support local regeneration and / or generate an income for the Council
5. Touch-down locations beyond the Town Hall as required to support the provision of Council services in communities across the County



Shaping the Future Estate

Office Accommodation Strategy Cont.

A target operating model setting objectives for the strategy upon full implementation has been developed in consultation with stakeholders. These are set around three pillars of: People & Culture, Place & Community and Planet.

Three project workstreams are required to deliver the vision:

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Workstream #	Description	Key Outcomes	Key Milestones
Workstream 1	Re-imagine ways of working and invest in the Town Hall	A reconfigured Town Hall embracing new ways of working, with the Town Hall embedded as the cultural heart and primary office location of the Council. Remote working fully adopted along with transformational working practices	Feb '21 – Adoption of Accommodation Strategy 2021 Q3 – Agreement on the final plan Oct '22 – Refurbishment completed
Workstream 2	Castlewood Transition	Council staff initially relocated to a single area in Castlewood with vacated space re-purposed for alternate use that supports local regeneration and / or generates an income for the Council. Exit from Castlewood to release land for development by 2022 Q3	Feb '21 – Adoption of Accommodation Strategy 2021 Q3 – Agreement and sign-off of strategic development proposals Oct '22-'25- Exit building and commence site redevelopment
Workstream 3	Touch-down Locations – Project Phase	Identification of touch-down locations for Council staff beyond the Town Hall based on service need to support communities across the County. Adaptation of retained assets in accordance with the SAMP to meet future needs	Feb '21 – Complete role mapping and persona development of Council staff 2021 Q3 – Agreement on the locations of touch-down points beyond the Town Hall Oct '22 – Complete adaptation of retained assets, and enter agreements with other public sector bodies regarding co-working arrangement to meet future service needs in communities across the County



Shaping the Future Estate

Sport & Leisure, Built Facilities Study 2019-2036 – Draft Strategy

A draft strategy has been produced setting out the vision, aims and needs over the next 15 years. The Council has developed this strategy based on demographic information, growth forecasts and engagement with residents and sports / recreational clubs and groups.

Suggested Vision: *‘to ensure that there are high quality sustainable facilities offering a range of sports / physical activities in order to meet current and future levels of demand and provide even more opportunities for active participation and healthier lifestyles.’ - based on Corporate Plan*

The aims of providing sufficient high quality, fit for purpose and accessible facilities, places and spaces are to:

- Develop a portfolio of fit for purpose, modern, accessible and operationally effective sport and leisure facilities
- Provide facilities which provide opportunities to participate, maintain and grow physical activity levels.
- Develop additional facility provision where need is evidenced e.g. as a result of population growth, and invest in refurbished/replacement facilities where needed
- Design in flexibility; future facility provision may need to be more multi-purpose in nature, reflecting changing participation trends and opportunities and unforeseen activities and management practices
- Work with partners to enable opportunities for participation to be provided in a wider range of places and spaces, and particularly at a very local level, using e.g. community centres/halls.



Shaping the Future Estate

Sport & Leisure, Built Facilities Study 2019-2036 – Draft Strategy Cont.

Set out in the table below are the key priorities that have been identified through the drafting of the Sport & Leisure Built Facilities – Draft Strategy.

FACILITY TYPE	PRIORITY FOR FUTURE PROVISION
Sports Halls	Secured access for community use incorporated as part of planning conditions. Long term replacement / refurbishment of ageing facilities.
Swimming Pools	Increased community access water space, equivalent to 193-225 sq. m (just over 1 x 4 lane x 25 m pools) as a minimum; additional housing development could increase the amount of water space needed. Replacement / refurbishment of ageing facilities.
Health and Fitness	Retain provision of existing levels of community access and affordable fitness facilities as a minimum. Invest in the existing fitness offers at Strode and Scotch Horn Leisure Centres. Potential to increase number of fitness stations at North Somerset Council leisure facilities.
General Provision	Overall, and specifically through the housing growth agenda, provision of community halls and active environments, reflecting active travel, safe cycle routes to school, the need to link existing and new communities with walking/cycling/jogging routes.

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Shaping the Future Estate

Sport & Leisure, Built Facilities Study 2019-2036 – Draft Strategy Cont.

The emerging needs are based on:

- North Somerset has a very good range of existing sport and leisure facilities across the area; however, some existing facilities are of a poorer quality than others, and some will require replacement /refurbishment in the medium and long term.
- On education sites some facilities are now ageing and will require investment to upgrade or replace provision in the medium to long term. Also, access to these facilities is largely at the discretion of those in charge of the school. Mechanisms to guarantee community access to these facilities outside school hours needs to be addressed wherever possible. It is recognised that the advent of Academy status for many secondary schools has resulted in changes impacting on wider use of school facilities. Local arrangements are key to moving forward.
- In North Somerset, there is unmet current and future demand for community accessible swimming pool provision. There is also a need to retain existing levels of community access and affordable fitness facilities into the future and develop additional provision.
- North Somerset's population is forecast to increase significantly between now and 2036 (by 16,979), so there is a particular need to ensure sufficient provision of accessible, quality and affordable facilities – formal and informal – and multi-purpose spaces to meet increased local need.
- While 60.9% of the population achieves the Chief Medical Officer's target of 150 minutes of physical activity per week (Source: North Somerset Public Health Report – 2015) it is clear there is work to do to increase levels of regular participation amongst the 24.5% who are inactive, many of whom will be living in the more deprived areas of North Somerset and may not have access to private transport. (The reason the % do not total 100% is that there are also people who are active, but not active enough; this is the missing 14.6%).
- Good geographical distribution of facilities and physical activity opportunities across North Somerset will enable more people to access facilities in the urban area by walking, and/or cycling. It also means better use of existing community places and spaces for sport and physical activity i.e. more use of community centres/halls for badminton, fitness classes etc.
- More, and better, access to physical activity at a local level is important for residents, particularly those who are currently inactive, and those without access to private transport, to participate, and become physically active. Linking facility provision, informal and formal, to good levels of public transport access and opportunities for active travel, and informal use facilities will help to facilitate more active lifestyles for more people. This is important given the need to retain and continue to grow existing levels of physical activity in North Somerset and continue to positively address both child and adult obesity, plus the health inequalities across the area.



Shaping the Future Estate

Playing Pitch Strategy (May 2020)

The playing pitch strategy has been developed as part of the Sport & Leisure Strategy and therefore has been subject to the same engagement process. The findings in this report are based on data collected from several credible sources, including but not limited to:

- Local authority and public policy strategic documentation
- Sport England tools, including Active Places Power, the Active Lives Survey and the Sports Facility Calculator
- Stakeholder consultation, including Council Officers, Sport England, Wesport, relevant National Governing Bodies of Sport, local clubs; and
- Site visits, undertaken at all sites across the Study area.

At a strategic level, the following key recommendations have been identified for each of the sport typologies, as well as for general sports provision.



Shaping the Future Estate

Sport & Leisure, Built Facilities Study 2019-2036 – Draft Strategy Cont.

General Recommendations

FACILITY TYPE	PRIORITY FOR FUTURE PROVISION
Playing Fields	Protect all playing field land including current and disused playing pitches and sporting facilities in line with the NFFP, Council Local Plan Policy and Sport England Playing Fields Policy.
General	Utilising the planning system to ensure provision is added and updated in line with population growth.
Changing Facilities	Address the issue of poor ancillary and changing pavilion quality through the refurbishment and replacement of existing ancillary facilities, prioritising those on multi-pitch sites that are currently well used. Utilise the action plan to identify specific sites for development.
Community Support / Community Asset Transfer	Work with well-run sports clubs to utilise the existing volunteer networks across North Somerset and provide more autonomy for clubs, allowing those organisations that have adequate governance and financial stability to develop facilities and participation.
Pitch Capacity	Enhance the drainage and maintenance of both natural turf and artificial pitches that are currently operating over-capacity, to increase the pitch capacity to accommodate demand of current user clubs, especially on council-maintained pitches. Utilise the action plan to identify specific sites for development
Pitch Capacity	Work with educational establishments that provide playing pitches for use by community teams to secure formal community use of pitches and ancillary facilities through a Community Use Agreement. Where these community use agreements currently exist, work with education establishments and users to ensure that requirements for community use are being enforced
Community Support / Community Asset Transfer	Work with clubs based at council owned sites, to establish long-term security use agreements, ensuring that clubs and participants have security of tenure and are able to grow and develop through grant funding wider investment.
Site Specific Needs	Work with clubs to address site specific needs as identified in the full strategy



Shaping the Future Estate

Libraries: An Essential Part of Local Recovery (July 2020)

Libraries play critical role to every community in the UK. From a place for quiet reflection, to babies’ rhyme time and mother support groups to a place of study for young adults and for older residents to avoid isolation. Libraries have become more than buildings, and over the past decade have transformed to digital hubs and community engagement locations. In July 2020 Libraries Connected produced; “Libraries: An essential part of local recovery” to support Council’s, communities, education providers and communities to re-open libraries.

A summary of the key findings in the report is set out below:

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- During lockdown, libraries expanded their digital and remote offer to continue to provide services to their communities: They’ve seen a 600% increase in digital membership as well as fourfold increase in the number of eBooks borrowed.
- These activities support children learning at home, reduce isolation and include exciting new events created in partnership with local artists and arts organisations.
- There were over 226m library visits in the UK last year (Public Library Statistics, CIPFA, 2018-19), and 72% of people in England think that libraries are an essential or very important service to the community (Shining a Light, Carnegie UK Trust, 2017). Many of these people depend on libraries as one of the few free and safe public spaces in their communities.
- Libraries also provide computers to access local authority and other community agencies such as Citizens Advice as well as support for those who aren’t comfortable with IT. But as a driver for inclusion, community cohesion and social mobility, libraries offer far more.

Five key areas have been identified where libraries can play a central role in meeting the needs of individuals and communities who may be struggling to overcome the effects of the Covid-19 crisis. These are:

1. Economic recovery with help and training for job seekers and entrepreneurs

- Employment support and training (support to get online, job searching, CV writing, improving IT skills)
- Business and entrepreneur support (access to data/intelligence, mentoring/training, networking, accessible & welcoming space with wifi, PC, desks etc).

2. Education support for children and SEND students who struggled to learn at home

- Through the Universal Information and Digital Offer and the Reading Offer, underpinned by The Children’s Promise, libraries provide free, local access to a range of IT, learning and information resources and activities to schoolchildren of all ages.
- Free computer and internet access
- Homework clubs



Shaping the Future Estate

Libraries: An Essential Part of Local Recovery (July 2020) contd.

Five key areas have been identified where libraries can play a central role in meeting the needs of individuals and communities who may be struggling to overcome the effects of the Covid-19 crisis. These are:

1. Economic recovery with help and training for job seekers and entrepreneurs

- Employment support and training (support to get online, job searching, CV writing, improving IT skills)
- Business and entrepreneur support (access to data/intelligence, mentoring/training, networking, accessible & welcoming space with wifi, PC, desks etc).

2. Education support for children and SEND students who struggled to learn at home

- Through the Universal Information and Digital Offer and the Reading Offer, underpinned by The Children's Promise, libraries provide free, local access to a range of IT, learning and information resources and activities to schoolchildren of all ages.
- Free computer and internet access
- Homework clubs
- Class visits
- STEM and code clubs
- Makerspaces (STEAM activities)
- National reading and learning partnerships



Shaping the Future Estate

Libraries: An Essential Part of Local Recovery (July 2020) contd.

3. Isolation mitigation for vulnerable groups and to help people to reconnect locally

Through the Universal Health and Wellbeing Offer, libraries offer a range of creative and social activities which engage and connect individuals and communities, combat loneliness and improve wellbeing. These include:

- Social prescribing: Libraries connect people to community groups and services and work through local partners to raise awareness of the local support that's available
- Early years activities: These include Baby bounce, rhyme times and stay and play sessions that provide social opportunities for young children and their carers
- Community groups: These cater for a range of people including teens, older people, and include activities such as Knit and natter, coffee mornings and reading groups
- Libraries of Sanctuary: Libraries are working with City of Sanctuary to welcome refugees and other new arrivals into their community and to foster a culture of inclusivity
- Support for those with special needs or disabilities: These include autism-friendly libraries, visually impaired reading groups and sensory equipment in libraries that provide support and connections for carers also
- Mobile libraries and home delivery services: These visits are a key source of social interaction for those who have difficulty leaving their homes.

4. Digital inclusion for residents who lack IT skills or have no access to the Internet

Through the Information and Digital Offer, libraries offer a huge amount of digital support, training and access to some of the most disadvantaged people in the UK. Services include:

- 26m hours of supported internet access each year on 40,000 PC's⁴
- An estimated 99.3% of libraries offering free WiFi, thanks to DCMS funding⁴
- 91% helping library users to get online via one-to-one and group support⁵
- 76% providing specific support for older people⁵
- 18,426 library staff have completed the Digital Skills training on Learning Pool.



Shaping the Future Estate

Libraries: An Essential Part of Local Recovery (July 2020) contd.

5. Cultural partnership to help local artists and arts organisations to continue their work.

Library services support the local arts community by providing:

- Space: 94% provide or hire out space for cultural activities
- Activities: Over 80% provide cultural activities at least monthly or quarterly
- Events: Over 80% organised events connected with books such as talks and workshops with authors and writers, at least monthly or quarterly, while over 60% organised events such as film screenings, live performances and concerts at least once a year
- Partnerships: 81% have some form of cultural partnership in place with the arts, museums and galleries sector, 40% have cultural education partnerships and digital partnerships in place and 26% have economic partnerships with creative businesses
- Programmes: Over 80% offered programmes such as Celebrating Shakespeare or Fun Palaces.
- 60% organised events such as film screenings, live performances and concerts at least once a year
- Partnerships: 81% have some form of cultural partnership in place with the arts, museums and galleries sector, 40% have cultural education partnerships and digital partnerships in place and 26% have economic partnerships with creative businesses
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- Programmes: Over 80% offered programmes such as Celebrating Shakespeare or Fun Palaces.



Shaping the Future Estate

Library Engagement Summary

The Library service were engaged as part of the development of the SAMP. A summary of their feedback, opportunities and priorities is set out below:

General Feedback

- There are 11 libraries with some operating as children’s centres too
- There was a lot of capital investment during the earlier consolidation programme
- Location of libraries is critical to ensuring they are well used and form part of the community
- The libraries service works with other public sector partners to provide a full offer to residents
- The current depot site is used as for library storage and also staff back office
- The existing revenue budget is stretched
- Portishead gains rent from adjacent shops

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FACILITY TYPE	PRIORITY FOR FUTURE PROVISION
Library Buildings	The libraries at Nailsea and Clevedon need new facilities / refurbishment
Library Buildings	The size of most libraries is adequate, but accessibility is an issue for those less able, those with young children and the elderly
Technology	The ICT connectivity in most libraries is not very good
Library Utilisation	Co-working takes place at Yatton and there is shared office space between the council and community organisations
Library Utilisation	Libraries have bookable space for local groups and individuals and there is an opportunity to improve the amount of hire that takes place and promote spaces
Library Utilisation	Some days libraries are not open – there may be opportunities for the spaces to be used for other purposes?
Library Buildings	There is a gap in more rural locations, but no suitable sites have been identified



Shaping the Future Estate

Depots & Public Convenience

The Council currently operate 15 depot sites across North Somerset. These depot sites provide both waste and recycling facilities for residents and small businesses as well as operational facilities for Council staff including 2 no. maintenance depots and a highways depot.

The Council owns and leases 24 public conveniences across the borough, 22 are freehold and 2 leasehold. The facilities are mainly located in the Town Centre locations of Weston Super Mare, Clevedon and Portishead.

The Council is developing a future depot strategy and it is anticipated that this will be completed by Summer 2021. As part of the development of the SAMP stakeholders were engaged and consulted in relation to their issues, priorities and requirements in relation to Depots and Public Conveniences.

The key issues relating to depots at the present time are:

- The site Civic Waste Site at Weston-Super-Mare is leased to / from xx and expires in 2024
- Sale of neighbouring distribution park as housing estate could result in the need to relocate the depot
- The Lorry park is not fit for purpose and therefore lorries park off site and in close proximity to another housing estate under development
- The Lorry park requires £200k capital expenditure to make it fit for purpose

FACILITY TYPE	PRIORITY FOR FUTURE PROVISION
Depot	The site Civic Waste site at Weston-Super-Mare is leased to / from xx and expires in 2024. Decision needs to be made to extend or terminate
Depot	The sale of a neighbouring distribution park for development as housing next door to the Civic Waste site at Weston-Super-Mare could result in the need to relocate the depot
Lorry Park	The Lorry park is not fit for purpose and therefore lorries park off site and in close proximity to another housing estate under development
Lorry Park	The Lorry park requires £200k capital expenditure to make it fit for purpose
Public Convenience	All facilities are considered to be in poor condition and requiring refurbishment.

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Shaping the Future Estate

Weston-Super-Mare Regeneration/Town Strategy

A Placemaking Strategy for Weston- super-Mare town centre has been drafted and adopted that sets out a vision and an ambition for a ten-year programme of project delivery to help Weston become a healthier, greener and more prosperous place to live, work and enjoy. Critically, it is also an exercise to use a new place-identity to better broadcast Weston to existing and future residents, employers, investors and visitors.

The strategy is the result of deep and wide engagement with the local community, data capture and analysis and developing project proposals. Much of the initial work was undertaken leading up to the Covid-19 pandemic and lockdown of 2020 which had a very significant impact on the town centre and visitor economy. The set of proposals recognise the profound longer-term implications for the community, the economy and people's daily lives.



Shaping the Future Estate

Economic Plan

In September 2020 the Council launched its response to the COVID-19 Coronavirus pandemic with ambitious new plans to protect jobs and boost the economy. The new strategies were agreed by the council's Executive and have been pushed forward as a key priority in response to the challenges and opportunities presented by the coronavirus crisis. The new Economic Plan sets out 15 commitments designed to create new jobs, bring in investment, generate opportunities for young people, address North Somerset skills gaps, and look to upskill individuals who are facing redundancy.

The new plan has two core drivers:

1. Helping those suffering economic hardships and building on the opportunities the crisis has revealed. Our priority is to first identify projects which can help residents experiencing exacerbated deprivation due to the impact of the pandemic. Job losses, business closures, reduced access to digital learning or reskilling courses must be addressed to lessen the impact felt by our vulnerable communities. The Governor of the Bank of England said that how we respond to these key issues will be the true measure of effectiveness 'rather than the scale of any short-term plunge in GDP' and we at North Somerset Council agree.
2. The second driver is rooted in the changes we've all had to make to the way we live and work and the opportunities that has created. Economic and financial values will remain a core priority in our recovery, but the lockdown has also highlighted a different set of values. Community, connectivity and wellbeing, as well as a healthy and sustainable environment, are now much more prominent drivers for decision-makers.



Shaping the Future Estate

Economic Plan – Continuation

The council is prioritising economic renewal activity around three key pillars:

- providing inclusive growth and wellbeing for North Somerset people
- delivering digital access for all
- supporting green business and low carbon activities.

One of the commitments from the new Economic Plan is to launch an Employment and Skills Strategy.

This will focus on:

- empowering young people to achieve their potential
- addressing under-employment and low pay
- supporting those with barriers to employment
- developing workforces' skills for emerging jobs
- creating conditions which enable businesses to attract and keep the talent they need.
- These plans build on the delivery of a package of immediate support put in place over the summer, which includes:
- public outdoor seating which runs until mid-October in town centres and supports local retail, creates space for the public to reconnect post lockdown and encourages visits to our towns
- the launch of a Made in North Somerset Market Place which provides a selling platform for food, drink and creative businesses whose products are made, grown, reared or produced in North Somerset
- investment in town centres to develop their own business-led virtual high streets to increase resilience and reach more customers
- the introduction of a North Somerset wide cultural programme to enliven our town centres, encourage people to visit and support our local economy
- a universal pre-start, early growth and business support service, delivered with the West of England Growth Hub and set up to help anyone looking to start their own business.

This is a 5-year plan but during a time of economic uncertainty, it needs to be flexible and responsive. It will be reviewed every three months by an Economic Plan Steering Group and the commitments will be continuously assessed to ensure they are responding to needs and opportunities.



Shaping the Future Estate

Economic Plan

The council has committed too and will prioritise the following projects:

THEME	PRIORITY FOR FUTURE PROVISION
Fair	Full fibre and 5G: Ensure next-generation digital connectivity and telecommunications technology is supplied into premises, workplaces, and homes.
Open	North Somerset Local Plan: Develop evidence-led economic input into the new Local Plan to deliver mixed and sustainable communities with new homes, jobs, and infrastructure.
Open	Town centre transformation: Encourage our town centres to become thriving places to live, work, and enjoy.
Open	Tech adoption: Ensure businesses can adopt digital technology and maximise the benefits.
Green	Mobility as service: Develop wider access to on-demand transport, mobility services and carbon-efficient local delivery solutions.
Fair	Low carbon inward investment: Grow North Somerset’s green economy by working in partnership with regional inward investment organisations and working with residents to access skills to support the sector
Fair	Infrastructure for local working: Provide digital infrastructure and facilities for local working so that our places can realise the maximum opportunities of distributed and flexible working.
Green	Retrofitting buildings, community energy, renewable energy and carbon reduction: Maximise benefits of energy efficiency schemes by ensuring local people have the right skills to make the most of the job opportunities.
Fair	Employment and skills strategy” Focused activity around opportunities for those who have lost their jobs and are disenfranchised from the labour market combined with the provision of opportunities to reskill, upskills and deliver access to further and higher education.
Fair	Strategic employment sites: Protect jobs and deliver sustainable activity which retains positive outcomes within the economy and benefits local employment, businesses, and communities
Open	Visitor economy action plan: Deliver a plan which prioritises the promotion and growth of environmentally friendly holidays, and targeted support to improve the quality and diversity of our visitor economy.
Green	Creative industries action plan: Deliver a plan which prioritises sustainability throughout the supply chain, makes the case for investment and nurtures talent.
Open	Enhanced business support programme: commission a universal pre-start, early growth and business resilience service and support SMEs to develop inclusive practices into their business models, such as employee ownership.
Fair	Voluntary, community and social enterprise: Work with the sector to help them demonstrate the positive impact they have on the economy and jointly make the case for increased investment.
Fair	J21 enterprise area: Directly invest and seek investment to help the creation of jobs.
Open	West of England working: Prioritise regional partnerships to ensure maximum impact across the West of England to grow businesses, protect, and create jobs.



Shaping the Future Estate

Economic Plan

Priority Incentives, Stimulus and Existing Resources

There are specific Government initiatives and existing resources which will also drive our plans and projects, these include:

- Securing £1.7m from the Getting Building Fund for Weston General Stores a scheme to repurpose vacant retail space in Weston Super Mare creating local workspace and collective trading for local producers.
- £6m investment from Heritage England to bring historic places, rich in heritage back to life to attract residents, tourists, businesses and investors, and create economic growth.
- £1.2m to create a new High Street Heritage programme.
- £55k direct council investment in a cultural programme for our town centres.
- Opportunities for businesses to access the Government's Plan for Jobs which offers businesses financial incentives to recruit young people and apprentices.
- A proportion of £14m funding secured for a Weston College-led Institute of Technology to improve digital training facilities and investment in cyber security training.
- Initial £700k to improve and promote cycling and other green transport.
- Existing dark fibre asset under Weston which could encourage roll out and connection to public sector assets in the town – unlocking full fibre to the town's households.
- Control over North Somerset Council owned land and assets, for example, Weston Business Quarter and the Sovereign Centre.
- £150k Universal Business Support Programme (council and West of England Growth Hub investment)
- North Somerset Council's significant capital programme including Portishead Rail, North-South Link Road, new schools and health centres.
- Access to the Government's Green Grants Programme which can unlock opportunities for businesses and residents.
- £97m for infrastructure to support future housing growth.

These financial incentives and existing resources will support us in prioritising projects and making decisions about which activities we can deliver quickly for maximum impact. Further detailed resource mapping will take place with the Economic Renewal Steering Group to support the delivery of the Plan.



STRATEGIC ASSET MANAGEMENT PLAN PART 3 – DELIVERING THE STRATEGY

North Somerset Council

February 2021

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Introduction

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Purpose of Document

Overall aim

North Somerset Council holds property to sustain and support its corporate objectives as set out in the Corporate Plan, and other strategies.

The aim of the Strategic Asset Management Plan (SAMP) is to set out the Council's vision, aspirations and objectives for its land and property assets portfolio, and to outline a 10-year plan for how it intends to achieve these outcomes. It is a strategic framework setting the core principles for the future use and management of the Council's assets in order to enable the successful delivery of council services.

This document forms the third part of the Asset Management Strategy and provides the delivery plan / action plan for the immediate activities. The compilation of this strategy has identified key actions ranging from strategic management of the estate through to compiling critical property data and reviewing this information to determine the future of certain assets. This plan outlines these activities and sets timescales to ensure that the wider strategy can be delivered and provide real change to the council.

When combined with Part 1 – Strategic Context and Part 2 – Shaping the Future Estate, the report forms a complete Strategic Asset Management & Property Plan (SAMPP) and replaces the Corporate Asset Management Plan 2016-2021. All parts of the report should be read in conjunction with the Council's land and property rules.



Property Asset Management Framework

Property Management Governance

Property assets are a major Council resource and robust management processes and procedures need to be in place to ensure that they are well performing and serving their purpose in supporting service delivery, generating a return or supporting development and regeneration.

“Strategic asset management for land and buildings ensures that property assets are optimally structured in the best corporate interest by aligning the asset base with the organisations goals and objectives” (Royal Institution of Chartered Surveyors – Public Sector Asset Management Guidelines)

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Poor management of the estate leads to deterioration of assets and the health and safety issues that this brings and in the most extreme scenarios, can lead to impacts on the council’s balance sheet and prosecution of the responsible officer.

Management Structure and Processes

The Strategic Asset Management Plan (SAMP) Part 3 sets out the structure for the delivery of the Council’s Property Asset Management activities and the immediate Action Plan for the initial compilation of the wider Strategy:

A. Structure

The SAMP will be governed by the Asset and Property Board, which will develop out of the Asset Steering Group who have overseen the development of the SAMP. The Asset and Property Board will be led by the Director of Place and is supported by the Asset Management & Property Services Team. It will lead on strategic asset management of the Council’s property portfolio and the development and implantation of the SAMP. A key output from this is to identify areas where financial efficiencies and rationalisation opportunities can be derived from the property portfolio.



Property Asset Management Framework

Management Structure and Processes

B. Roles and Responsibilities

The roles & responsibilities relating to the Asset Management processes are as follows:

The Council

Assets are a corporate resource and will be led within the Place Directorate on behalf of the organisation. Once the SAMP is approved and adopted by Full Council, the subsequent reporting on progress of the SAMP will be via the Executive Member, with reports taken as required by the constitution for decision. The council also has a scrutiny function, which will play an important role in the delivery of the SAMP.

Corporate Leadership Team (CLT)

The CLT provides oversight and direction to the SAMP to ensure management of the Council's assets is considered corporately. Service Directors are responsible for ensuring that the Strategy is embedded in Service and Resource Plans. Regular updates are provided to CLT on progress of the Plan and the delivery of Corporate priorities. The Director of Place has lead responsibility for overall strategic asset management at CLT, working closely with the Director of Corporate Services.

Property Asset Management Framework



Management Structure and Processes

B. Roles and Responsibilities

Corporate Asset and Property Board

The Corporate Asset and Property Board brings together key Service contacts with lead responsibility for the asset issues relating to their Service. The Group is responsible for the development and delivery of the SAMP and development of priority projects. Group members have a responsibility to embed the strategy in Service Plans and operational decision-making within each Service. The Group is chaired by the Director of Place who has responsibility to progress and report on the SAMP to the Corporate Leadership Team. This group will also have a direct link to the councils Health, Safety and Wellbeing Steering Group.

Service Responsibilities

It is the responsibility of each Service to support the management and maintenance of its property assets in compliance with the Council's strategy, to ensure these assets are fit for purpose and meet the relevant legislative and other standards for use. The performance of property assets will be reviewed on a regular basis by Service Management Teams and lead contacts are nominated for the council wide Property Group, with nominated representatives from this group attending the Asset Property Board. Services will promote asset management through:

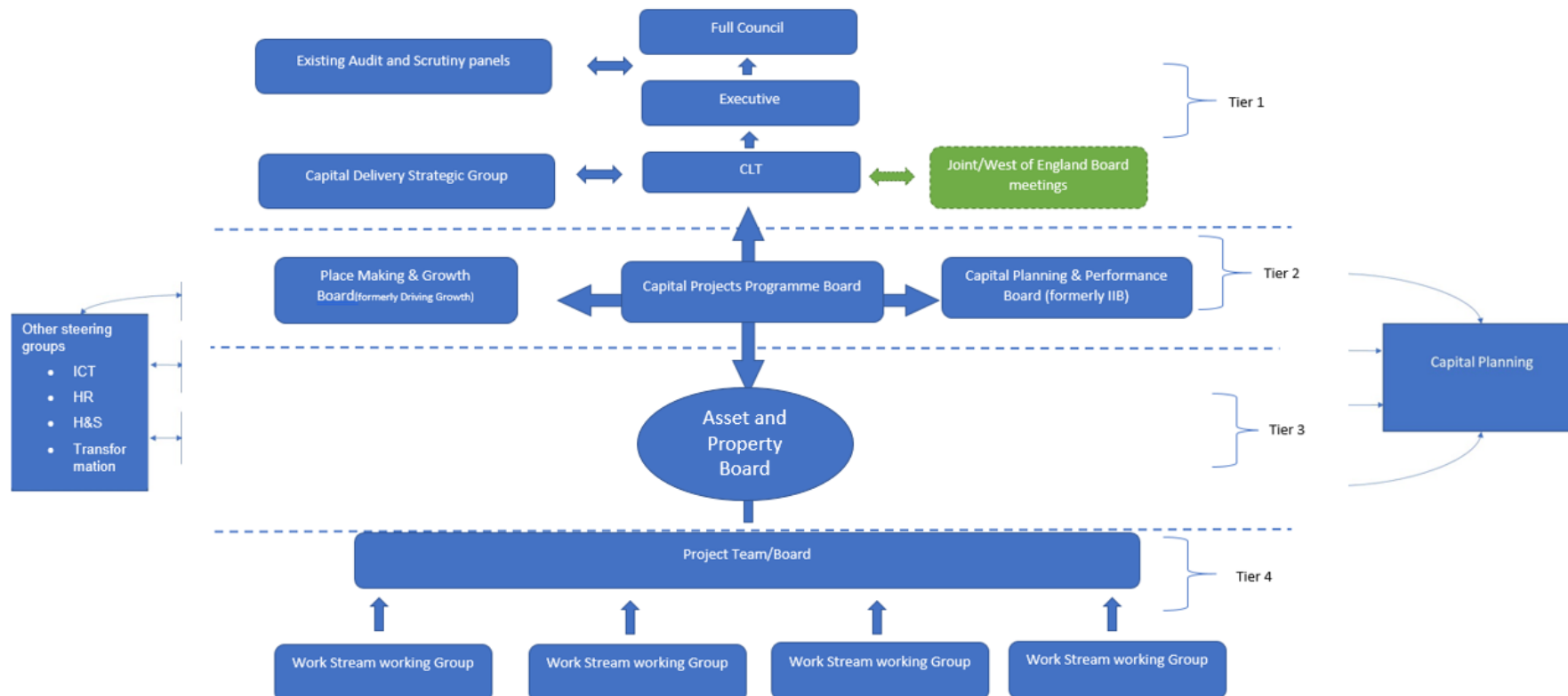
- embedding asset management into Service Plans
- decision-making for operational service delivery
- adhering to corporate guidelines relating to capital investment,
- Premises Management
- carbon, and energy management planning and practice
- Health and Safety – Fire, Legionella, Asbestos, Gas and Electrical (FLAGE)



Property Asset Management Framework

Management Structure and Processes

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Corporate Landlord Operating Model

Operating Model

The Council will adopt a Corporate Landlord Operating Model to support the management of its property assets. The Corporate landlord approach is an industry standard operating model that is generally adopted by large public and private sector organisations and effectively centralises the responsibility and accountability for property management and performance.

The Corporate Landlord approach is designed to enable a local authority landowner to utilise its assets to deliver better, more efficient services to communities:

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- A. To unlock the value of property assets, seek efficiencies through joint arrangements with other public sector bodies and maximise private sector investment
- B. To support the delivery of the Councils key objectives and priorities
- C. To integrate thinking about property with financial, regeneration and other corporate considerations

Under a Corporate landlord approach the “ownership” of property assets and the responsibility and liability for its management, maintenance and funding is transferred from the service department to the Corporate Landlord, which is a centralised property team. Services are required to produce regular service plans that include property requirements to justify the ongoing property requirement and support any change requirements, thus ensuring that only the accommodation that is needed is provided. The Corporate Landlord will regularly audit and perform utilisation surveys to ensure that the property assets are sweated and fully used. Service departments become users, and their sole focus will be on service delivery.



Corporate Landlord Operating Model

Operating Model

The implementation of a Corporate Landlord approach to managing property assets will mean the consolidation of all staff that have a property related function and the transfer of all property related budgets. Service standards will be created, governance structures put into place and budgets will be managed and prioritised by activity and need. Strategic decision making will be joined up and future planned investment will be made in buildings that form part of the Councils long term plans through the implementation of a property categorisation strategy (Section xx of Part 2 of the SAMP).

A description and outline of each category is set out below.

Retain & Manage

Properties that have been categorised as Retain & Manage will be frontline service delivery buildings that are cost effective to run and well utilised. To support the medium to long term management of properties in this category a retention strategy will be developed that contains a detailed Planned and Preventative Maintenance programme and capital investment plan. The aim will be to preserve the value of the property asset, reduce reactive repairs and breakdowns as far as possible and ensure that running costs (including utilities) are minimised through an investment in quality and energy efficient plant and machinery. Where possible, renewable plant such as ground source heat pumps will replace fossil fuel using plant items such as Gas boilers. Properties in this category should also have 10-year capital plant replacement schedules developed.



Corporate Landlord Operating Model

Operating Model

Optimise & Adapt

Properties that have been assessed to be low performing against the Existing Performance Review criteria at Gateway 1 but have a good potential to (better) support service delivery or to generate a financial return for the Council are categorised as “Optimise & Adapt”.

Properties in this category will be reviewed and where appropriate business cases developed to support capital investment for adaption to better support operational use or to generate a financial return. Property reviews can take place in a number of formats including: -

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- Service Review Workshop – Understand how the building hinders service delivery, how improvements could support service delivery and / or generate service based financial efficiencies
- Feasibility Studies – understand scope for improving the building and or site including options for reconfiguration and extension
- Condition Survey and Energy Survey – assess scope for building plant and fabric upgrade to reduce running cost and reduce carbon
- Utilisation studies to identify building capacity and inform options to relocate or accommodate other operational requirements or produce opportunities for letting to other public bodies or private users

Dispose

Properties that have been assessed to be low performing against both the Existing Performance Review and the Potential Performance Review will be categorised “Disposal”. The disposal of properties will follow the Council’s disposal protocol. In most circumstances, the Council will instruct an appropriately qualified and experienced Chartered Surveying firm to produce a valuation of the property and to review alternative uses such as housing redevelopment and also other commercial uses.



Corporate Landlord Operating Model

Operating Model

Develop

Properties that have been assessed and categorised as “Develop” will be retained for up to 10 years as part of the long-term development pipeline. Initially, a medium-term plan will be developed for the site to protect its value and ensure that it remains fit for purpose and does not become a security or maintenance liability for the Council. If the Council is using the building to service delivery i.e. it is considered operational then an appropriate maintenance strategy should be developed to preserve the plant and fabric of the building and to ensure as far as possible that running costs are minimised. If the building is empty, or is leased to a third party then the Council should consider meanwhile uses and adopting a maintenance strategy that keeps running costs as low as possible but ensures that the building is fit for purpose, safe to use and is maintained in accordance with the lease terms.

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Asset Management Software

Current Provision

At the present time the Property Services department do not have a single property asset management system to support service delivery across the operational and non-operational estate.

The Council holds property data and information in many different formats and systems from hard copy records, to spreadsheets, shared drives and the compliance management software. The devolved management structure for property that currently exists makes recording and sharing accurate information challenging with often multiple copies and versions of the same information held by different departments. In some cases, properties are controlled/managed by the services, who in the main, do not have the relevant qualifications. This could easily lead to failures, liability and prosecution issues and should be addressed as part of the future Property Strategy.

Record keeping and reporting for servicing and statutory maintenance checks is delivered through the standalone software application 365 and the Council GIS mapping system which has an added bolt on "Earthlight".

Capturing accurate property asset data appears to be an issue due to the multiple platforms and requires excessive resource time, which results in assets not being appropriately managed and opportunities being lost.

To support the capturing of accurate running costs, reduce duplication in record keeping and processing and to bring transparency of cost in use the Property & Asset Management team should undertake a review of all systems, software and procedures and if necessary, develop a business case for an improved management system, to support the management of the Council's estate. The use of Property Asset Management Software is considered good practice for all large organisations and will enable accurate information to be produced quickly and efficiently to support decision making and to produce property performance data as well as supporting medium to long term investment decisions.



Asset Management Software

Procurement of Single Asset Management System

A business case will be developed to support the procurement and implementation of a single asset management software system. The new system will be adopted corporately and will provide a single version of the truth, repository for all property related data, documents and information and will support the workflow for all property teams.

The Asset Management System is a key enabler to delivering the Asset Management Strategy and ensuring that officers have all the required information in one place and immediately accessible for key decision making to take place.

The Asset Management System will enable informed decision making to take place and the appropriate allocation of resources to deliver improvement. It will provide the following benefits:

- It will enable the replacement of existing standalone systems and support the management of data in an integrated modular fashion
- Improved workflow and standardisation of processes
- It will facilitate timely condition surveys, valuations, planned maintenance and other management regimes.
- It will prompt cyclic activities including rent reviews, maintenance, lease reversion etc. so that actions may be taken before they are overdue, or the Council is in default of its obligations.
- It will enable the collation of data including income streams, cost in use, cost of use, energy consumption, efficiency, suitability etc.
- It will provide data in support of effective asset planning of the Corporate Estate including acquisition, refurbishment, renewal and disposal.
- It will provide an audit trail and a means of continuous improvement of service.
- Smart working will be supported as the new system will be available on the cloud and accessed via the internet



Asset Management Software

Procurement of Single Asset Management System

Together these will result in:

- Fast and efficient extraction of Property & Asset information for reporting purposes
 - New system will offer greater robustness and resilience for data management than existing systems
 - Improved Corporate Asset Management (enabling metrics and outputs to be generated)
 - Improved Maintenance Implementation (enabling metrics and outputs to be generated)
- Potential improvement of asset values resulting from improved planned and cyclic maintenance regimes.
Better Corporate decision-making.
Efficient delivery of all statutory returns
Staff working in property teams will be able to do so in an efficient manner by accessing data from site, home or other secure locations and therefore there will be less reliance on corporate office space

Implementation of Single Asset Management Plan

If the business case is approved, it is planned that the procurement of a new software system will take place in Q1 2021-22 and the full implementation of the new software will commence in Q2 of 2021-22. The implementation process should take approximately 6 months, and therefore all property teams will be using the new software from by January 2022.



Action Plan

Priority Projects

As part of the implementation of the new Strategic Asset Management Plan 4 key priority projects have been identified. These projects will lay the foundation for the development of further projects that will drive financial efficiencies, improve the overall condition of the estate and generate capital receipts. Through the capture of reliable property data and understanding of lease terms evidence-based decisions and strategies can be developed. The target date for completion of the 4 key priority projects is 31st March 2022.

Review of Leased / Licenced buildings

A review of the entire leased estate will take place at the earliest opportunity. The priority will be to review the leased in estate, where the Council is a tenant. This is because the Council is liable for rental and service charge costs and therefore relocating from leased premises into freehold properties that the Council owns can reduce costs quickly.

The review should identify and schedule lease terms including the following:

- Lease length
- Rental Charge
- Service Charge costs
- Break dates
- Rent Review Dates
- Alienation clauses

By identifying the above the Council will be able to quickly identify properties where the lease could be terminated, and the service transferred to another building that is owned freehold by the Council.



Action Plan

Review of Leased / Licenced buildings

A review of the leased-out estate will be conducted concurrently, and a schedule of lease terms prepared to include the following:

- Lease length
- Rental Charge
- Service Charge provision
- Break dates
- Rent Review Dates
- Rent Review Terms
- Alienation clauses

Through a detailed analysis of the data that is collected opportunities will be identified to increase rental income, remove break clauses and extend leases to drive security and increase property values. The review will also identify opportunities to dispose of underperforming property assets that are not generating good return on investment or that could potentially prove to be a liability in the medium to long term due to deteriorating condition or changes in the location (road widening, relocation of major retailers or office users).

Establish and Review Running Costs

The Council's 20 most expensive buildings to run will be identified. This will include a data collection and analysis taking place that includes all running costs such as business rates, energy charges, maintenance costs and cleaning. A deep dive review will then be undertaken to identify opportunities to reduce these costs, including potential capital investment to maintenance charges and / or energy costs and changes to cleaning regimes or how the building is stacked / occupied to potentially release space for alternative use or letting.



Action Plan

Condition Survey Programme

A 4-year condition survey programme will be developed and will target 25% of the portfolio per annum. It is considered good practice by the RICS to conduct regular condition surveys of property assets. This enables early identification of issues, cost avoidance in treating fabric defects early and regular monitoring of major plant items to inform maintenance programmes and strategies.

The Condition Surveys will identify backlog maintenance of property assets to inform and develop a 5-10 year planned capital investment strategy. The condition surveys will also identify opportunities to contribute to carbon zero target by replacing M&E kit such as boilers with ground source heat pumps and the installation of energy efficient materials and plant such as solar panels

At the present time the Council does not have a corporate planned maintenance regime that is linked to a retention strategy or a defined condition survey programme. It is incredibly difficult to ascertain future repair and maintenance liabilities and there is no link between future liabilities, the Councils medium term financial strategy or future service demands. The use of revenue and capital funds is almost entirely reactive, and this often leads to an increase in costs and major repairs being undertaken to buildings that do not necessarily fit into the Councils medium- or long-term plans.

Alignment with Missing Strategies

The Strategic Asset Management Plan has been developed and informed by the current service-based strategies that are in place. There are several strategies at draft stage or subject to review following the COVID-19 pandemic and therefore the SAMP itself will be subject to regular review and updating in response to the changing landscape. The SAMP will be reviewed by the Corporate Asset Steering Group at least annually and where appropriate will be updated and approval sought from Senior Officers and Members in accordance with the Council's governance arrangements.



Action Plan

Schools Estate

Upon review of the asset register with the services, it appears that there are some discrepancies in the school's estate. This therefore requires a furthermore in-depth review to determine:

1. Council run schools – these are what the council needs to retain and manage. Recent condition surveys have been undertaken for some (maybe all) of this estate and works need to be incorporated into Capital Programme
2. Academy Status – This data is for reference only. These schools are in the council freehold ownership, but the council has minimal liability
3. Other – There are other schools/areas of land where the schools are effectively privately run, with the council holding the freehold status only. These need to be reviewed as potential sale site to the schools or held for reference only.

Investment / Regeneration Estate

There are various sites that have been identified as Investment / Regeneration opportunities. These sites have not however been fully reviewed by the respective teams or necessarily form part of their plans. This again requires a detailed review of the full list alongside both the Regeneration Team and the Economic Growth Team to determine the future of these assets.



Delivery Programme

Delivery Programme

The delivery of the Asset Strategy will require a range of professional resources from both internal staff and external consultants. The programme is wide reaching and there are many interdependencies that will influence its successful delivery. There are risks both within the Council's control and not within the Council's control including both Brexit and COVID-19, however as these are known risks the Council is in a position to identify and implement mitigation measures.

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A summary programme with indicative activities and dates is set out in the table below. The summary has been developed to support the implementation of the Corporate Landlord operating model, procurement of a new Asset Management system and delivery of the priority projects. The programme is indicative and in development and therefore should be treated as draft and subject to appropriate business case development and internal governance arrangements.



Delivery Programme

Delivery Programme

Project	Activities	Dates
Implement Property Governance	Implement governance structure to provide SRO from Corporate Leadership Team and oversight to delivery of Asset Strategy	April 2021
Review all leased properties	Collate schedule of properties, review leases and identify break dates / opportunities to terminate	April 2021 – July 2021
Investment / regeneration opportunities	Identify all sites that fall into investment and regeneration category and review each site with appropriate departments	April 2021 – July 2021
Establish and Review Running Costs	Create master operational property schedule, identify core expenditure items, liaise with finance to generate reports	April 2021 – July 2021
Asset Management Software	Develop business case, identify requirements, procure supplier and implement	April 2021 – January 2022
Corporate Landlord operating model	Identify resources, properties and staff that may be centralised, establish governance and target full transfer April 2022	July 2021 – April 2022
Condition Survey Programme	Draft specification, prioritise properties, align with Asset Management system requirements	July 2021 – March 2022



Delivery Programme

In priority order each project is briefly described below:

1. Implement Property Governance

A corporate asset and property board and working group should be established as soon as possible. This will provide the delivery of the property asset strategy with the visibility and senior officer support that is required to deliver change and financial efficiencies. The creation of a board will ensure that an SRO is appointed and that the deliverables are managed to time and budget and where appropriate and required intervention and support can be leveraged.

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2. Review of all leased properties

A schedule of all leased buildings will be pulled together, and each lease read, and a summary of the keys terms entered into a spreadsheet in a pre-set format (so that it can be used for the Asset Management system later). The lease end date, break dates and any termination clauses should be identified and entered into the spreadsheet. As part of the exercise occupation information such as department in occupation, number of staff using the building and core use should also be recorded.

This project is a high priority as time is of the essence and if break opportunities are missed then the Council will miss the chance to forfeit the lease. Pulling together lease information and copies of leases should be relatively straightforward and an administrative exercise. Reviewing the leases is a task that could be delivered with existing service resources or outsourced to a specialist surveying firm.



Delivery Programme

3. Investment / regeneration opportunities

The group of sites that has already been identified as potentially for investment or regeneration will be reviewed again with the appropriate departments. Where appropriate the sites that are unlikely to generate income or support regeneration will be scored using the asset management process and if appropriate “marked” for disposal and the appropriate authority sought to commence sale.

4. Establish and Review Running Costs

The property team will identify what they believe are the most expensive buildings to run and occupy based on knowledge. The collection of running costs for these buildings will be collated with the assistance of the finance team and the running costs should include, rent and service charge (where applicable), utilities charges and business rates as well as maintenance costs where appropriate. It is understood that some of this work has already commenced and therefore populating data capture sheets. The project is a priority as it will be feed into the leased property review and also present potential opportunities where the Council can make immediate revenue savings from changing the way services are delivered or closing parts of buildings to reduce cleaning and maintenance costs.



Delivery Programme

5. Asset Management Software

A business case with costs and benefits should be drafted and a request for capital funding submitted. Once the business case has been developed a set of business and ICT requirements should be developed and prioritised using an established methodology such as MoSCoW. Once the requirements are identified a specification and pricing matrix will be developed and an appropriate procurement route selected to identify suppliers. There are existing frameworks in place such as G Cloud from the cabinet office, alternatively a traditional procurement could be undertaken using the Open or restricted procedure. This project has been identified as a priority as the timeline to deliver the project is likely to be 9-12 months and other priority projects are dependent on the delivery of this software to support data storage and holistic reporting of information. The market for software is well established and most of the software systems are available “out of the box” and require limited configuration.

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6. Corporate Landlord Operating Model

The implementation of the Corporate Landlord Operating model will require Corporate Leadership Team buy in and senior officer support. The operating model will need to be established and bespoke to North Somerset governance arrangements, processes and procedures drafted and adopted. Establishing and implementing a Corporate Landlord Operating model takes time, and can be complicated to be implemented and whilst considered to be best practice it is unlikely to generate financial efficiencies on its own, but will enable the Council to better prioritise and target the resources it has and generate long term efficiencies and cost avoidance.



Delivery Programme

7. Condition Survey Programme

A specification and target list of priority properties will be developed by the Property services team. The condition survey programme should be run for up to 4 years and approximately 25% of the Council's stock will be surveyed for each year of the programme. There are established frameworks for the specialist firms that can be used to instruct the surveys and once the Council has identified its Asset Management system then the required survey template can be shared as part of the procurement. Static data on a property-by-property basis is of limited use and therefore once the Asset Management system is in place a more targeted approach to capital maintenance programmes can take place. The condition survey programme is a lower priority as the outputs will inform the medium-term capital programme and without the asset management software the data will need to be manipulated manually to produce a holistic view of each property running costs and backlog maintenance. Without the asset management software and a data collection template the condition information will also likely need to be further cleansed for data loading and therefore additional cost will be incurred.

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North Somerset Council Accommodation Strategy

A Route Map for New Ways of Working in a Post COVID-19 World

December 2020

v0.1 (Draft)

Content

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3	Approach & Methodology	An overview of the activities undertaken to arrive at the recommended strategy, including details of the research and data used and the stakeholders engaged	11
Page 260	Situational Analysis <i>(The As-is Position)</i>	Playback from stakeholder discussions, site visits, benchmarking and data reviews summarised into the four pillars of: Workplace, Technology, People & Culture and Process. Supplementary information included at the Appendix	16
	Benchmarking	Summary of how we are seeing other public sector bodies adapt their corporate estate in response to new ways of working post COVID 19. Overlay with Arcadis Workscape insights	31
6	Determining Future Needs <i>(The To-Be Position)</i>	Interrogation of results from pulse surveys, explaining their impact on the future strategy, and overlaid with Arcadis benchmarks from surveys undertaken in other public and private sector organisations. Reflection of stakeholder feedback against the four pillars of: Workplace, Technology, People & Culture and Process	35
7	The Vision	The derived vision and principles for a flexible workforce operating model together with a position statement in context to the Council's readiness to realise the agreed vision	48
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9	Transformation Map <i>(How do we get there)</i>	A high level 'Transformation Map' (and notes) documenting key activities over a defined time period. Derived from engagement with senior leadership, feedback and Arcadis insight.	65
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Executive Summary

1

Executive Summary

A summary of the report with an overview of the key findings, recommendations and next steps

Executive Summary

North Somerset Council (“the Council”) have, like many organisations, had to adapt their ways of working rapidly in response to the COVID-19 pandemic. Whilst this brought about challenges, it also shone a light on opportunities and demonstrated that the Council can maintain effective service delivery with significantly reduced availability of the corporate estate. This report provides a vision for a new, flexible working operating model in a post COVID-19 world, a position statement in the context of the Council’s readiness to realise this vision, as well as a framework for the required transformation programme.

The Council’s corporate estate underwent significant rationalisation in 2014 moving from 18 to 2 primary locations. The ICT landscape too was partially upgraded to facilitate remote working. In recent years, however, the number of staff working in Council offices has reduced with agility ratios in the Town Hall, and in particular Castlewood, moving close to 1:1. This, together with the results of the October 2020 pulse survey, indicate there remains opportunity to further rationalise the corporate estate through either sale or lease. Analysis indicates future desk space requirements could reduce by up to 50% or higher subject to final working practices[^]. Feedback received from colleagues in the pulse surveys aligns with the Council’s ambition to capitalise on the flexible work practices established and tested during COVID-19.

The vision for a new flexible working operating model has been established within the Strategic Asset Management Plan (SAMP) framework to ensure alignment with the strategic priorities of the Council. Iterations of the strategy have been tested and validated by the Council’s Asset Strategy Steering Group, and engagement sessions have been held with the Corporate Leadership Team, the Directorate Leadership Team, Corporate Service Managers, as well as several other key Council stakeholders, including HR and IT.

[^] forecast reduction in desk space requirements rather than overall office space. Ranges are based on the results of the October 2020 pulse survey and cover different scenarios, including, for example, if everyone who indicated a 2 day per week preference arrived in the office on the same day.

Executive Summary

There are five primary aspects to the proposed accommodation strategy in a post COVID-19 world:

1. Retention of the Town Hall as the primary office location and culture heart of the Council, but with a recognised need to invest in the building to support new ways of working
2. Continuation of home working, where this is possible considering the employee's job role and home circumstances
3. An on-going need for family and children centres etc. outside the core Council office environments to facilitate face-to-face meetings in 'neutral' locations that are needed to support delivery of Council services. There is also a need for these teams to have touch-down focus workspaces away from their home working environments
4. A phased transition from Castlewood by Q3 2022 to release the site for re-development, starting with a consolidation of Council occupation from Q1 2021 and subsequent release of space to support local regeneration and / or generate an income for the Council
5. Touch-down locations beyond the Town Hall as required to support the provision of Council services in communities across the County*

A target operating model setting objectives for the strategy upon full implementation has been developed in consultation with stakeholders. These are set around three pillars of: People & Culture, Place & Community and Planet. Details of these objectives can be found at page 16.

* Provision to be determined by further due diligence including staff role mapping and persona development

Executive Summary

Three project workstreams are required to deliver the vision:

Workstream #	Description	Key Outcomes	Key Milestones
Workstream 1	Re-imagine ways of working and invest in the Town Hall	A reconfigured Town Hall embracing new ways of working, with the Town Hall embedded as the cultural heart and primary office location of the Council. Remote working fully adopted along with transformational working practices	Feb '21 – Adoption of Accommodation Strategy 2021 Q3 – Agreement on the final plan Oct '22 – Refurbishment completed
Workstream 2	Castlewood Transition	Council staff initially relocated to a single area in Castlewood with vacated space re-purposed for alternate use that supports local regeneration and / or generates an income for the Council. Exit from Castlewood to release land for development by 2022 Q3	Feb '21 – Adoption of Accommodation Strategy 2021 Q3 – Agreement and sign-off of strategic development proposals Oct '22-'25- Exit building and commence site redevelopment
Workstream 3	Touch-down Locations – Project Phase	Identification of touch-down locations for Council staff beyond the Town Hall based on service need to support communities across the County. Adaptation of retained assets in accordance with the SAMP to meet future needs	Feb '21 – Complete role mapping and persona development of Council staff 2021 Q3 – Agreement on the locations of touch-down points beyond the Town Hall Oct '22 – Complete adaptation of retained assets, and enter agreements with other public sector bodies regarding co-working arrangement to meet future service needs in communities across the County

These workstreams will be supported by other initiatives led by the Council and related to the Medium-Term Finance Plan (MTFP), including development of a digital strategy, sustainable workplace travel plans and HR policies supporting new ways of working

Introduction

2

Introduction

The background for the report, its purpose and objectives, together with a summary scope of Arcadis' appointment

Background

North Somerset Council (hereinafter referred to as “NSC”) is the local authority of North Somerset. It is a unitary authority possessing the powers of both a non-metropolitan county and district council combined. NSC undertook an organisation-wide Office Amalgamation Programme and an ICT Transformation Programme between 2007 – 2012 which introduced a more modern, open-plan, shared working environment. Desk ratios were changed from 1:1 to 7:10 (based on 1200 staff = 840 workstations).

Offices

These environments were spread across two main sites – Town Hall, Weston-super-Mare and Castlewood, Clevedon. Staff numbers have fallen from c.1800 to c.1400 over time and the council is now over-accommodated across both sites and relies on other public sector and private sectors to take (and pay for) space within council buildings.

Future Working with COVID-19

Taking this into account, there has been a need to move at a pace that establishes further changes required by NSC to maximise the opportunities and benefits of flexible working. This has been exacerbated by the effects of the COVID-19 pandemic which has expedited the transition to remote/flexible working. Although COVID-19 has not been the sole instigator for this change, it has been a catalyst. This has presented an urgent need to evaluate current working spaces, ICT platforms and HR Policies in order to further promote and enable flexible working to drive down the physical and carbon footprint of the council’s operations and to comply with Government advice on living with COVID-19 over the next 12-24 months.

NSC expect to be operating under COVID-19 conditions for at least 14 months and therefore require that measures in place during this period form part of a roadmap as part of the transformation that the council wish to make to remote and flexible working. Upon completion of this project, we will provide NSC with a vision on a flexible workforce operating model

In July 2020, Arcadis were commissioned to carry out a strategic review to determine the appetite and opportunities of incorporating 'flexible working' within North Somerset Council.

Fundamental to formulating a vision and programme for flexible working, a baselining of the current position was required across four critical and aligned elements – people/culture, workplace, technology and processes. Through a series of key stakeholder interviews, a leadership workshop and analysis of key documentation, an understanding of existing ways of working, enablers and barriers for smarter working and leadership aspirations were captured.

The strategic review aimed to deliver the following outputs:

- ❑ a high-level understanding of the current position in relation to people/culture, workplace, technology and process;
- ❑ an outline vision and associated flexible working principles;
- ❑ a high-level transformation map to illustrate the programme journey.

This report provides a summary of our findings and the building blocks to deliver and realise the benefits of a smarter working programme.

The purpose of the Accommodation Strategy is to provide NSC with an optimum long-term strategy that supports remote and flexible working in a post-COVID world. It defines the Future Operating Model along with a high-level transformation map with steps that needed to be taken to arrive at the agreed vision.

This report also explains the analysis that was undertaken over the course of the past 4 months to arrive at the proposed strategy. It begins with a situational analysis (the as-is position) which assessed the playback from stakeholder discussions, site visits and benchmarking. It then moves into determining the future needs (the to-be position) which involves the analysis of results from pulse surveys and its impact on the future strategy, overlaid with Arcadis benchmarks from surveys in other public and private sector organisations. The report then considers the vision and future operating model for NSC to enable remote and flexible working along with a transformation map documenting the key activities required over a defined time period for this vision to be achieved. The report concludes with a series of short – to – long term recommendations that ensure the benefits of new ways of working established during COVID-19 are maintained, capitalised upon and that mid-to-long term strategies are agreed with members in readiness to achieve the long-term vision.

To help the report flow appropriately and assist the reader, further details of the analysis undertaken, and options considered, are included for reference at the appendix.

This report is presented by Arcadis to NSC in response to the appointed scope of service and forms the final deliverable.

Approach and Methodology

3

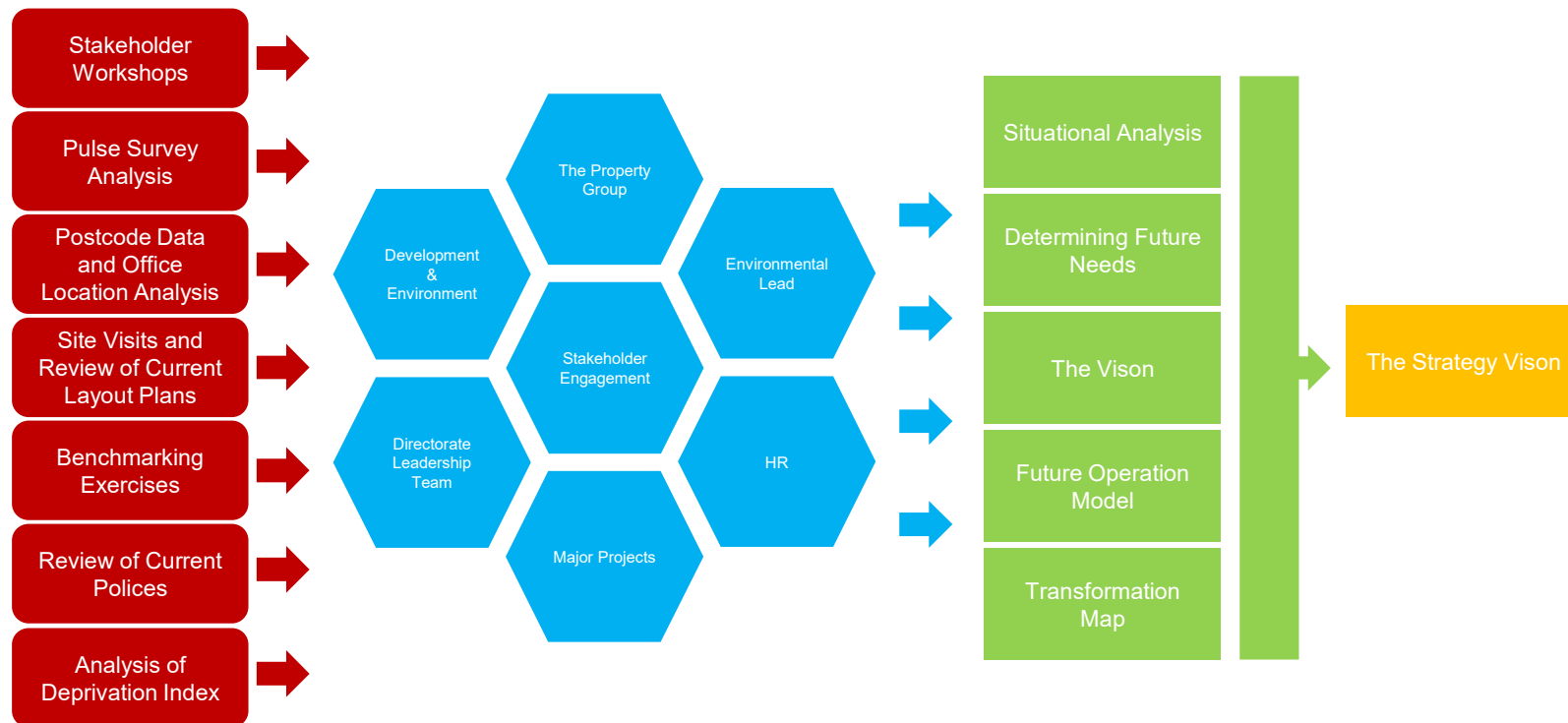
Executive Summary

An overview of the activities undertaken to arrive at the recommended strategy, including details of the research and data used and the stakeholders engaged

Approach

The following figure summarises the approach undertaken by Arcadis to arrive at the recommended accommodation strategy for NSC based on a tried and tested methodology. It shows the iterative nature of the approach and the broad range of data collected to inform it and ensure it is tailored towards NSC’s specific requirements. Refer to the Appendix for specific outputs associated with site visits.

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Overview of Stakeholder Consultation

Stakeholders were identified at the outset of the project and consulted at key milestones. In particular, the following directorates and departments have informed this report:

 Executive Committee	 Corporate Leadership Team	 Asset Strategy Steering Group	 Portfolio Holder
 Transition Steering Group	 People and Communications DLT	 P&C DLT	 Investment and Infrastructure Board
 D&E DLT	 Neighborhood Management Team	 Planning	 Business Intelligence Team
 Council's in-house IT Team	 HR	 Property Group	
	 Head of Policy and Transformation	 Sustainability and Environmental	

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Stakeholder Engagement

A core steering group comprising the following stakeholders has worked closely with the Arcadis Team throughout the course of this project.

- Chief Executive
- Head of Major Projects
- Head of Development
- Interim Head of Finance and Property
- Climate Emergency Project Manager
- Head of HR
- Project Office Manager
- Director of D&E
- Assistant Director of D&E
- Head of Corporate Accountancy
- Assistant Director of D&E
- Asset Manager
- Property Estates and Regeneration Manager
- Head of Libraries
- Director of People and Communities

An overview of our strategic review

Ask

- Arcadis to help shape your flexible working programme.
- A short piece of strategic work, culminating in a presentation form the basis of your future smarter working journey.

Outcomes

- Flexible Working vision and principles documented.
- Baseline collated to enable clarity of journey starting point and any risks or issues.
- Clear understanding of the FW journey and the steps needed to take with indicative timescales.
- Steering Group fully briefed on outputs of the commission, providing a basis for procuring a programme delivery partner.

Approach

- A diverse working group of stakeholders to be interviewed as part of the review.
- Assessment of the existing position for people/culture, workplace, technology and process.
- Co-creation workshop to develop a set of flexible working principles and capture views on elements to incorporate within a programme.
- Recommendation for a flexible working vision and approach to implement as a programme of change.
- Summary of findings and next steps.

Deliverables

- A vision and flexible working principles.
- A baseline position for people/culture, workplace, technology and process.
- A high level framework (transformation map) for the programme of work to deliver on your vision.

Situational Analysis

The As-Is Position

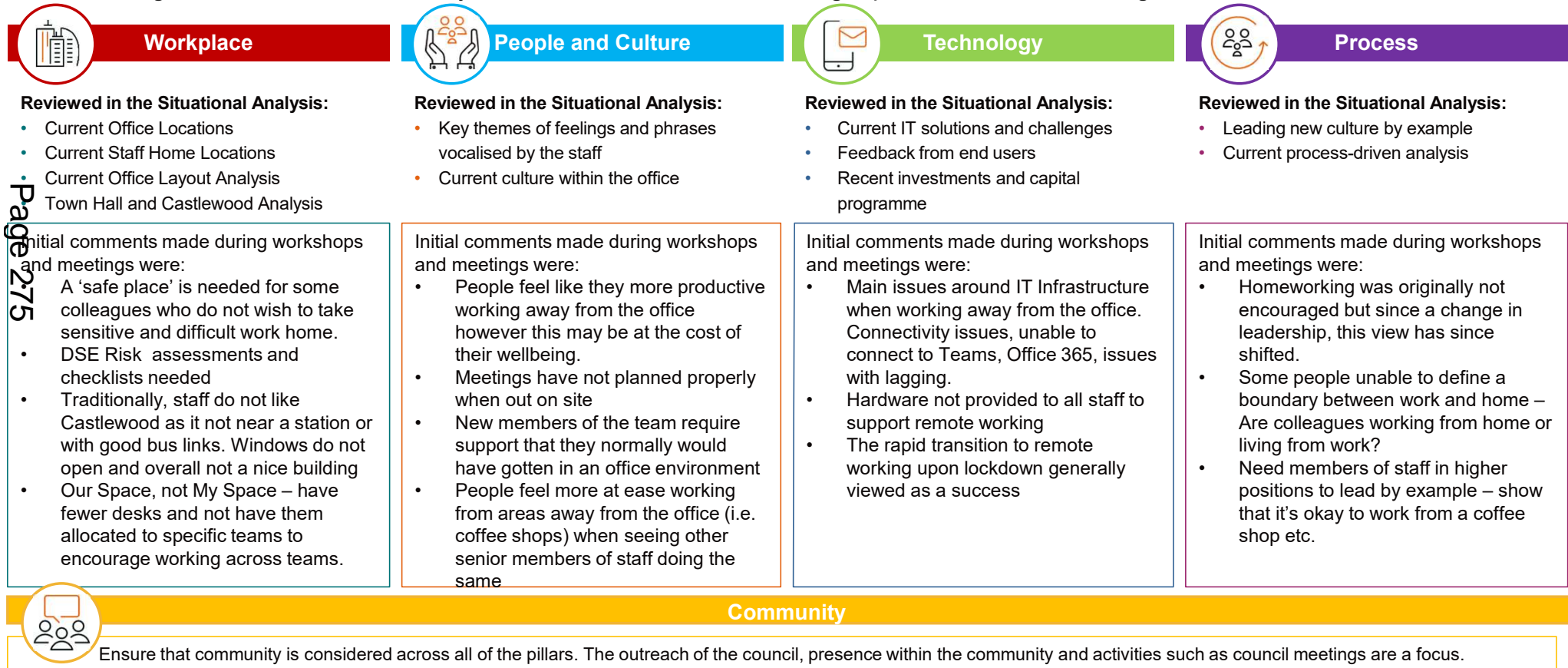
4

Situational Analysis *(The As-is Position)*

Playback from stakeholder discussions, site visits, benchmarking and data reviews summarised into the four pillars of: Workplace, Technology, People & Culture and Process. Supplementary information included at the Appendix

Overview

Within this section we have laid out our findings that have come out of a number of reviews following stakeholder discussions, site visits, benchmarking excursions and data analysis. We have utilised the following 4 pillars of smarter working to review the As-Is State.



Page 2:75



Current Office Locations



The current footprint of offices are shown in the map below:

Weston-super-Mare

The largest cluster of assets are currently in Weston-super-Mare where the best public transport links are also found.

- Town Hall
- Townshend Road Offices
- For All Healthy Living Centre
- Grove Park Lodge
- Grove House
- The Motex Centre
- Central Chambers
- Bournville Locality Centre
- The Firs



Clevedon

Clevedon has fewer assets and far fewer public transport links.

- Line 1
- Castlewood
- The Barn
- Clevedon Library Office
- Salthouse Fields Beach Office

Others

- Community Involvement Office –
- Nailsea
- St Barnabas Centre – Portishead

Train Stations

- Nailsea & Blackwell
- Yatton
- Worle
- Weston Milton
- Weston-super-Mare



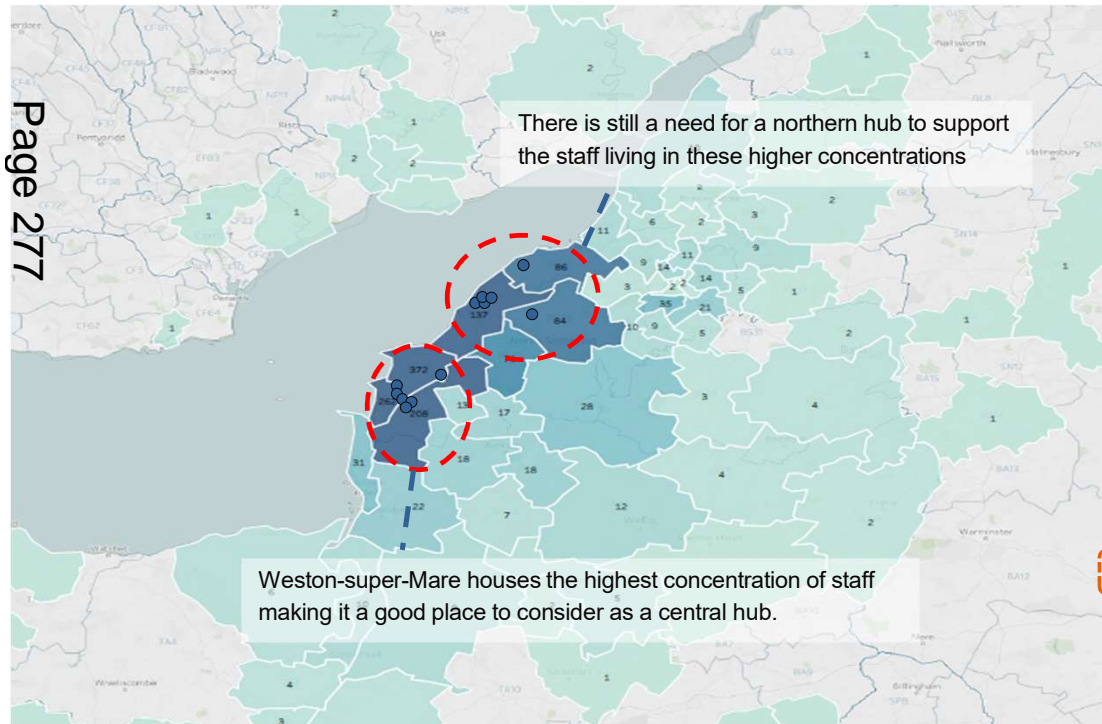
Postcode Data



The concentration of staff's home locations is shown in the below map. Although the highest concentration of staff is shown, as expected, in the towns along the coast, it is interesting to note that there are staff living as far out at Wales, Somerset and Swindon. These locations would potentially favour a strategy that supports a flexible model of homeworking and office agility. The blue dots represent the current asset locations.

The below table shows the breakdown of the most populated postcodes against the population of citizens.

Portishead has a large population making it a consideration for locating a northern hub here.



1673 entries in total. 73% of all staff live in below 7 postcode areas:1

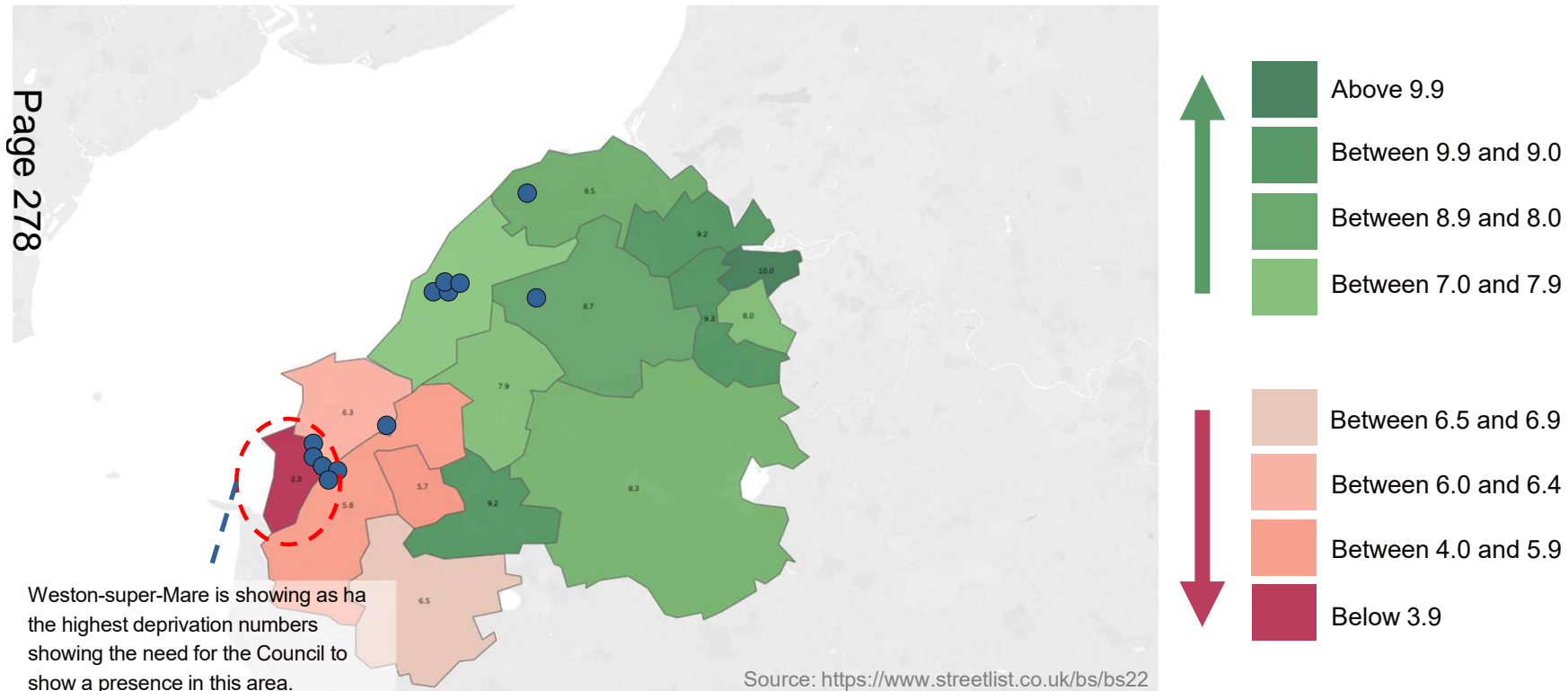
Postcode	Name	Staff Entries	Area (miles ²)	Population	Population / entries
BS22	Weston-Super-Mare	372	9.54	37,442	100.65
BS23	Weston-Super-Mare	262	4.41	33,996	129.76
BS24	Weston-Super-Mare	208	20.96	18,841	90.58
BS21	Clevedon	137	16.02	23,283	169.95
BS20	Portishead	86	13.51	30,003	348.87
BS48	Nailsea	84	21.61	23,408	278.67
BS49	Yatton	71	11.89	11,951	168.32
Total		1220		178,924	



Deprivation Data



The map below shows the deprivation data by area, this has been derived by taking an average of each post code area (post code data is shown on the previous page). There is a clear pattern that shows as you move closer to Weston-super-Mare the scale of deprivation becomes more concentrated. The need for a Council presence in this area is obvious. The dark blue dots represent the current asset locations.





Main Office Locations



There are currently 2 main office locations that have been reviewed in detail to determine the current state of what is available to staff. The Town Hall in Weston-super-Mare and Castlewood in Clevedon.

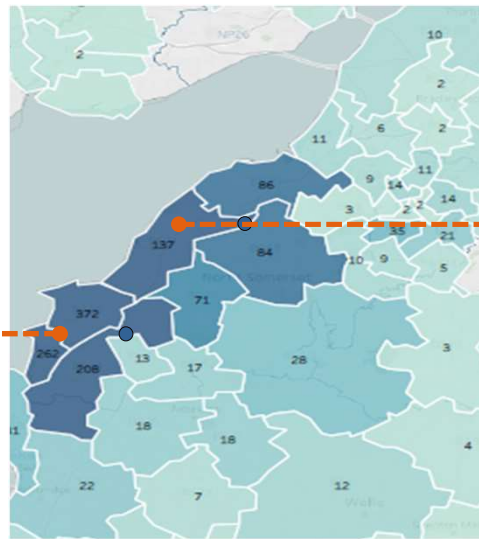
Desk ratios were changed from 1:1 to 7:10 (based on 1200 staff = 840 workstations).

The Town Hall / Castlewood office split is 485 / 386

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The Town Hall, Weston-super-Mare
 Workstations Quantities (Pre – COVID-19)
 Ground Floor: 0
 First Floor: **264**
 Second Floor: **144**
 Third Floor: **77**



Castlewood, Clevedon
 Workstations Quantities
 (Pre – COVID-19)
 Ground Floor: **139**
 First Floor: **0**
 Second Floor: **126**
 Third Floor: **121**

COMBINED WORKSPACES						
Departments	Town Hall		Castlewood		Totals	
	Pre	Post	Pre	Post	Pre	Post
North Somerset Council	475	143	386	111	861	254
Agilisys		49		19		68
Police	12	3				3
Sirona Health	6	2	147	43		45
Liberata		5		31		36
Bath and NES Council			6	2		2
BNSSG CCG			37	3		3
Adoption West		2				2
Totals	475	204	386	209	861	413



Town Hall | Overview

The building is split in two sections; the Old Town Hall and the New Town Hall. The New Town Hall undertook a significant refurbishment in 2012 and had a floor area of approx. 9114m², the Old Town Hall is a partly listed building.



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Old Town Hall



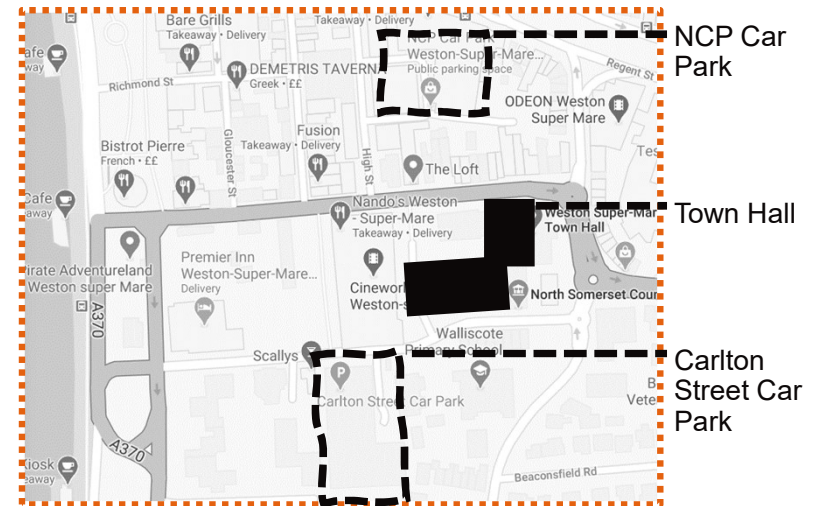
New Town Hall

The offices are open plan with breakout areas including small kitchen facilities, project tables, study booths and bookable and on-bookable meeting rooms.



Town Hall has a Gross Internal Area (GIA) of 1715 sq. m for the Old Town Hall and 6840 sq. m in the newer section of the town hall. It is occupied by NSC teams, Agilisys, Liberata, Sirona Heath and Care, Unison and the Police. 67% of the current office space is occupied by NSC staff and 33% by partners.

There is currently no dedicated staff car parking on site but there is a small basement car park which has 2 fast charging electric charge points. Further car parking is available in Carlton Street car park and time-limited disabled parking available in small car park next to the main entrance. Cycle racks are also available.





Workplace

Town Hall | Overview



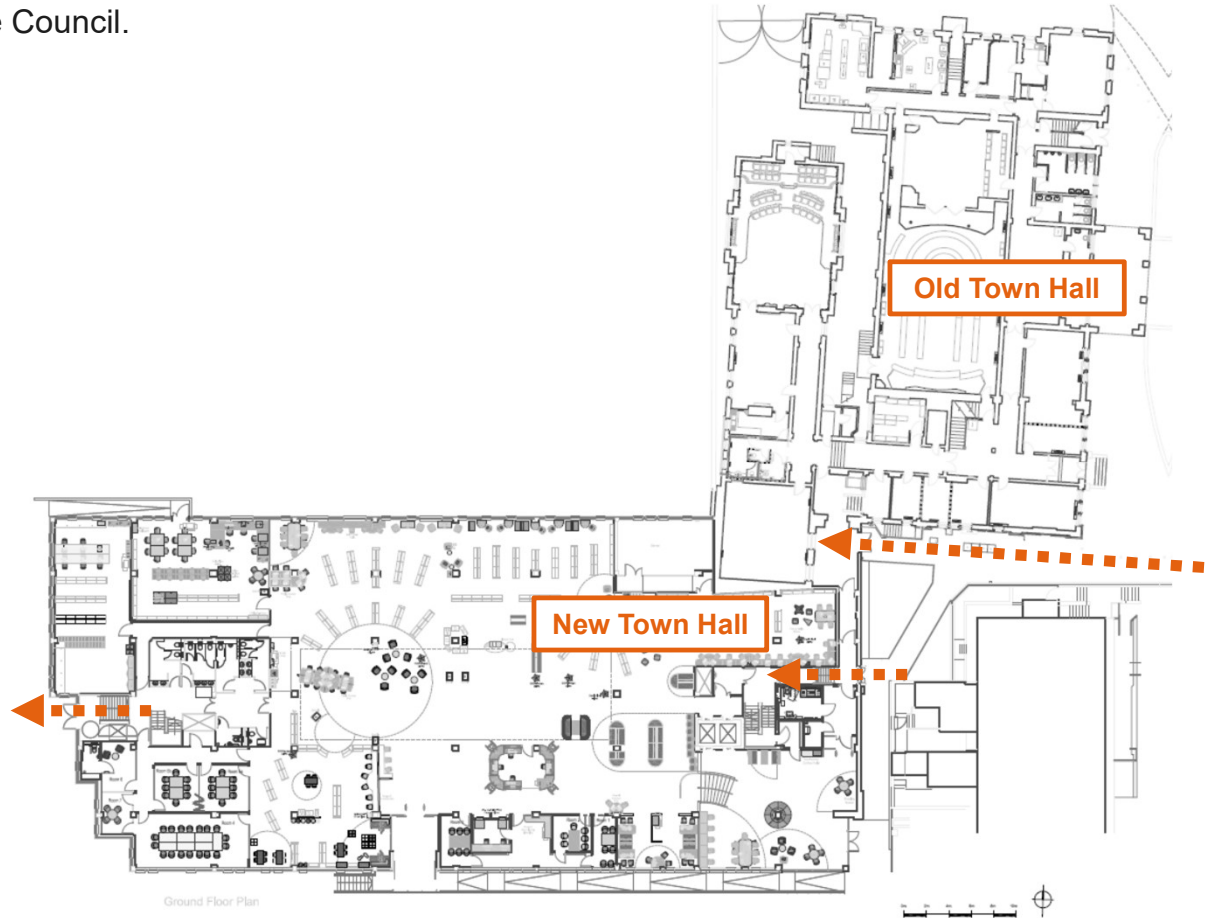
The Town Hall houses the main customer gateway for the Council.

Services which operate out of the gateway include:

- Housing
- Revenues and Benefits,
- Licensing
- Children's Case Conferences
- The Register Service
- Health Trainers

The council generates income from letting space to the Probation Service and operating a police enquiry service.

The Town Hall gateway also houses the central library.





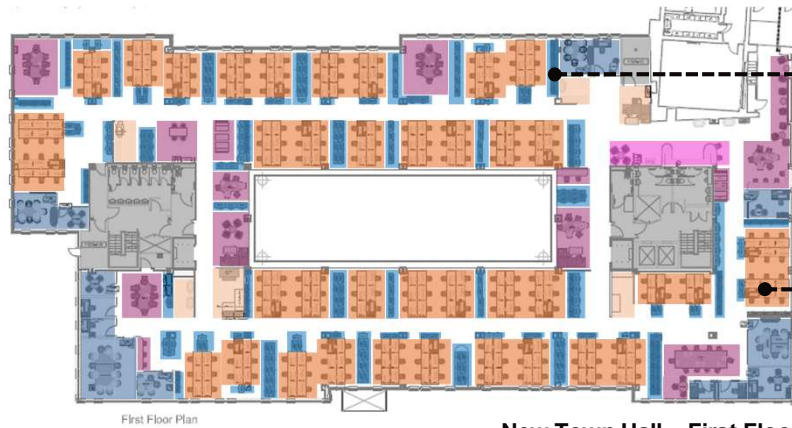
Workplace

Town Hall | Current Plan Analysis

It is crucial that we understand the current offering that the main Office Hubs are delivering to the staff so we can analyse the use of space and how this needs to be improved in the Asset Strategy. We have taken the first floor of the New Town Hall as an average floor to review.

The below percentages show how much space is currently allocated to different uses:

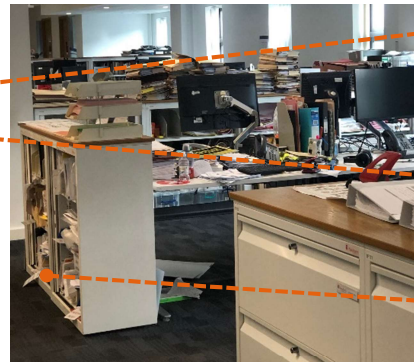
	Desk Space:	35%
	Storage:	10%
	Collaboration (Open Plan):	22%
	Resource:	2%
	Enclosed Meeting / Office:	9%
	Kitchen:	1%
	Circulation:	21%



New Town Hall – First Floor

After desking, the highest percentage of space use is allocated to **storage**. This definitely highlights an opportunity to improve the space allocation and give back space to areas that will be more greatly needed in the future such as at team collaboration, touch down, open plan meeting areas and a robust refreshment area.

A reduction of desks would also allow space for more flexible working and collaboration settings



Paper storage and office supplier cluttering the tops of cupboards – making cleaning routines difficult

Personal items (mugs and tea bags) showing a need for a better tea point offering

Storage overflowing and untidy - highlights the potential for an improved storage offering such as archiving and digitalising systems where possible.



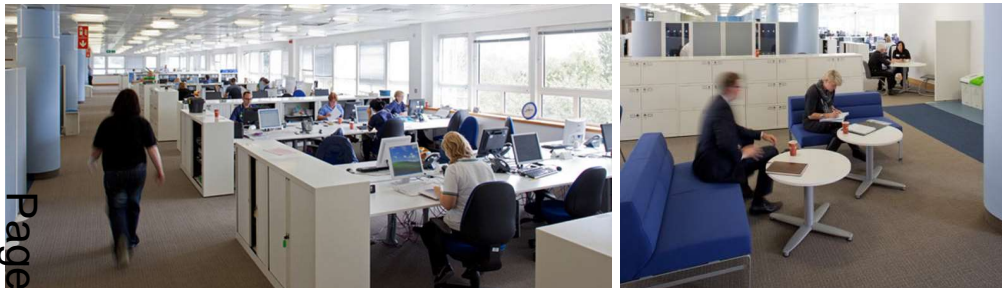


Workplace

Castlewood | Overview

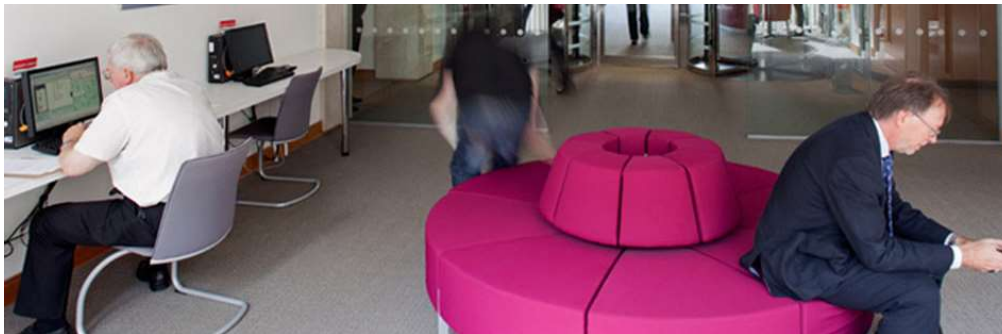


Purpose built 1980s offices and a call centre for Medical General. Currently held by the Council on a freehold title (with mortgage) and used as offices for staff and partners. Accommodation arranged over 3 levels and includes a fully fitted canteen.

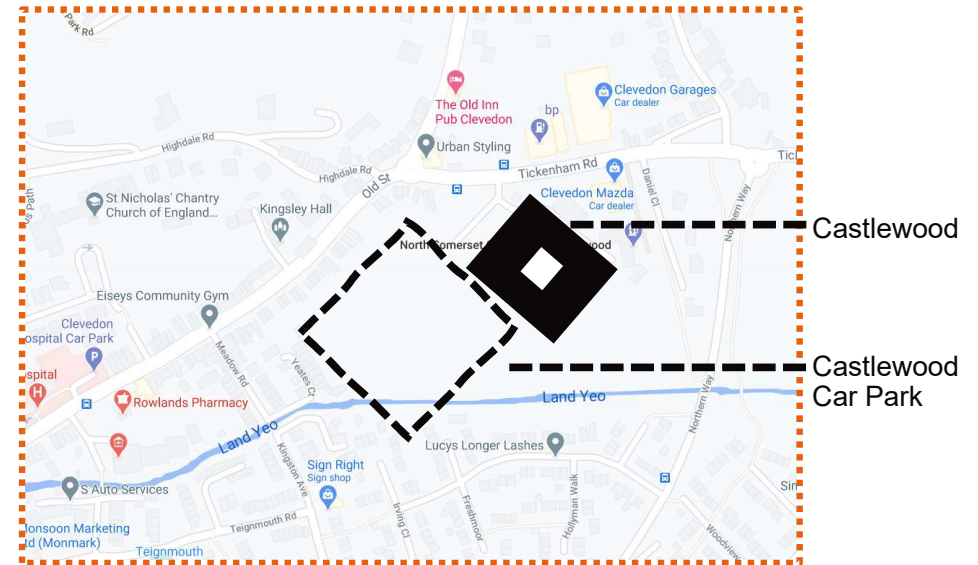


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Castlewood has a Gross Internal Area (GIA) of 8547sq. m and is occupied by Council teams, Sirona Health and Care, CCG, Police, Ambulance, Agilisys, Liberata, Somerset County Council and BANES. 47% of the office space is occupied by NSC teams and 53% by partners.



The site contains; a staff car park (486 spaces), a visitor car park (34 spaces), a service yard (29 spaces) with 1 rapid electric charge point and 15 fast chargers, 3 floors of office space, 3 passenger and 1 goods lift, service building, generator and fuel storage tank.

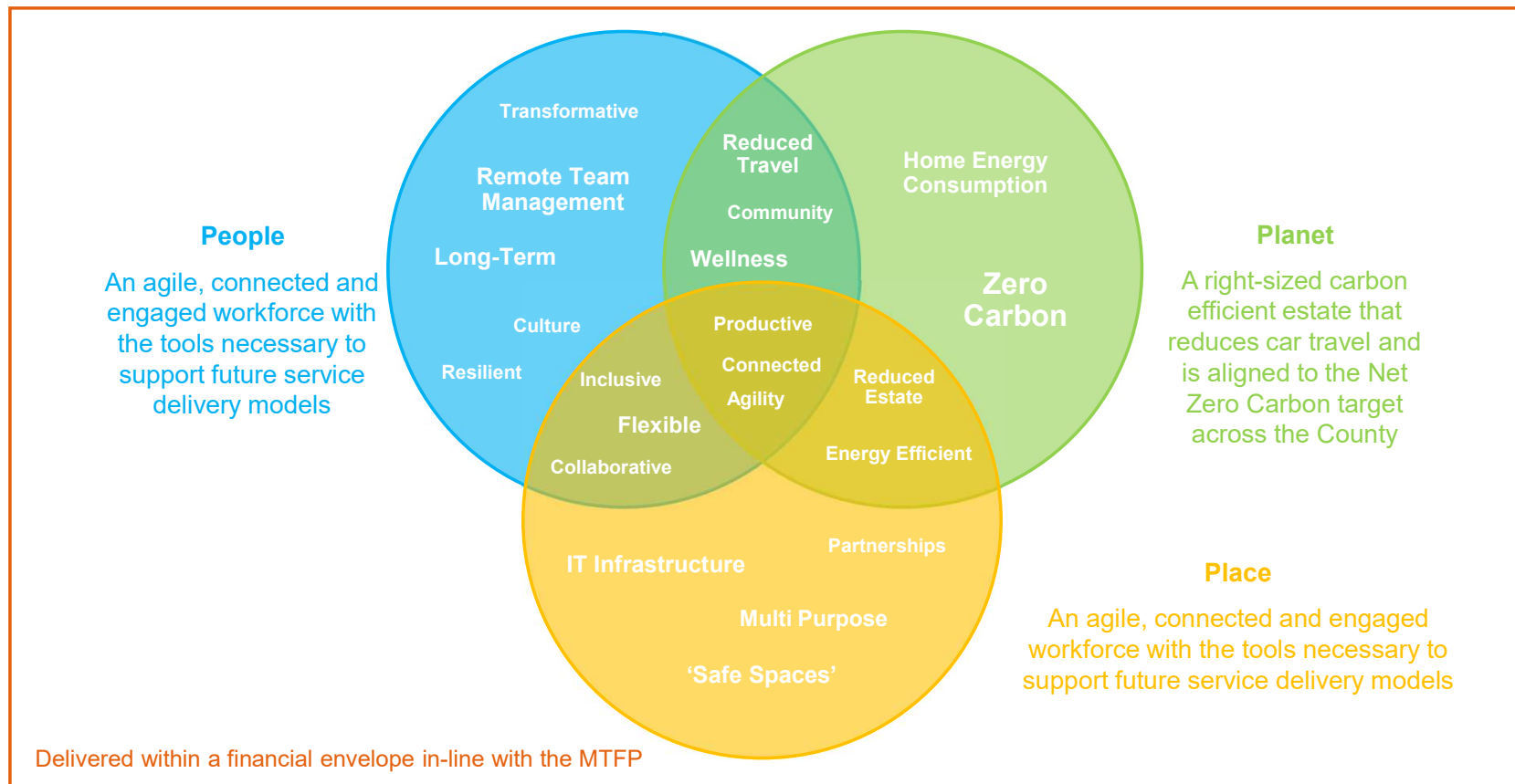




Guiding Principles



Several workshops and meetings have been held with staff to find out thoughts and feelings around the current state of the Workscape and the potential future of how this could change. Shown here are the major recurring points recorded.





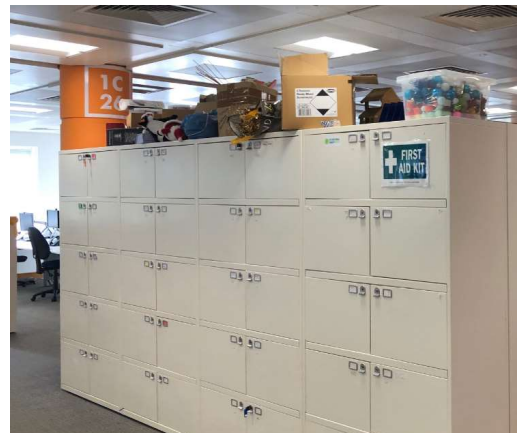
Guiding Principles



Overall, the ICT landscape is in a reasonably good place. The rapid transition to remote working has meant the current IT strategy has largely been fulfilled.

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Current Process Overview
Typical Office Environments

Overcluttered with Cups	No clear desk policy	Clutter left in empty spaces and on top of lockers	Move home will have shown colleagues they can do their jobs with less access to items
Showing an "ownership" of areas – makes it harder to share a space between all teams	Hinders cleaning routines and makes hot desking difficult	Shows limited use of these items	A paperless office needs to be promoted along with safe storage of items



Key Insights

Property Design

- The **design** of the retained assets must **support the roles** of the colleagues working there
- Innovative work settings, flexible** layouts and the right equipment to enable good working practice

Cultural

- The culture of the Council must support a **shared workspace** to ensure the success of a reduced Asset offering
- Colleagues must feel able to share the space and must buy into the cultural shift

Technology

- The technology of the workspace must support the **flexibility and agility** of the workforce



Existing Setup and Pulse Survey Insights

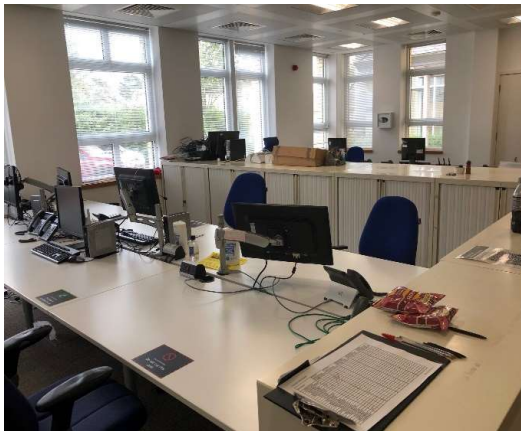
Overall, the ICT landscape is in a reasonably good place. The rapid transition to remote working has meant the current IT strategy has largely been fulfilled.

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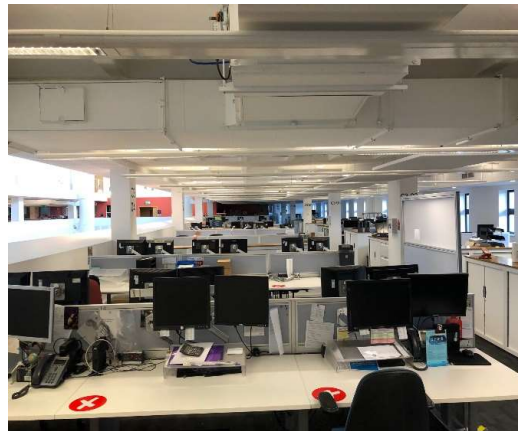
Systems Overview

IT Services outsourced to Agilisys	Desk based telephony system (CISCO)	Cloud based (MS Azure) 'virtual desktop' computers	MS Office 365
Shortfall of circa 100 laptops (September 2020)	No BYOD policy	8x8 unified comms infrastructure	Wireless infrastructure in offices

Typical workstation setups



Castlewood



Town Hall

Key Insights from Staff Pulse Survey (Sept 2020)

- Almost a third of respondents reported internet connection issues resulting in challenges when working away from the office
- Almost a quarter of respondents reported challenges with IT equipment
- ICT related comments were the highest of any category. This indicates there are a broad range of ICT related issues affecting people in different ways – no silver bullet
- Mobile phone coverage also reported as an issue
- Almost 80% of respondents reported a neutral or satisfied IT experience
- 21% of respondents would want to come into the office environment to have a better IT experience

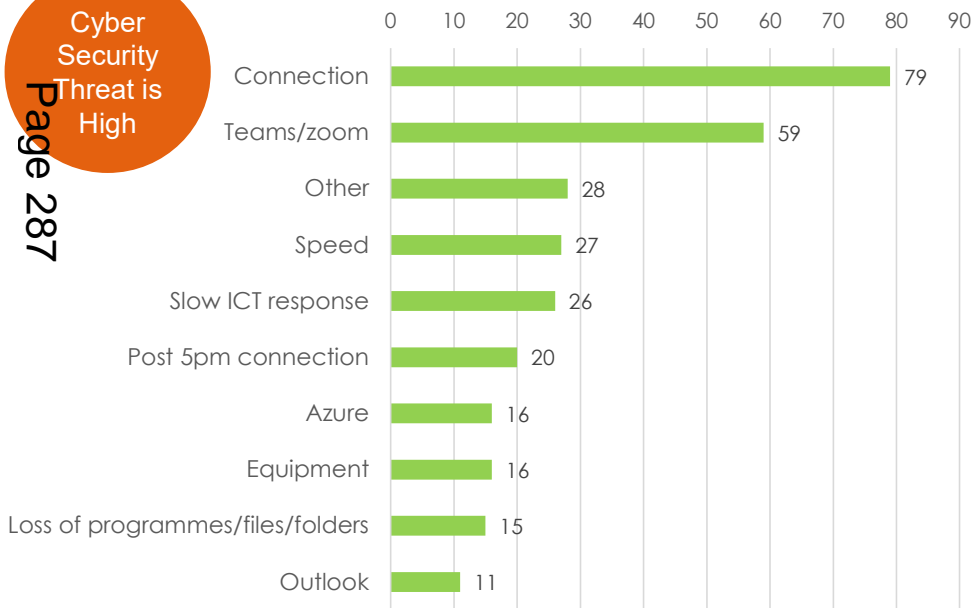


Known Challenges and Potential Opportunities

Whilst existing technology was able to support a rapid transition to remote ways of working, several parts of the system have been less resilient than required. These will need to be addressed to support future ways of working and ensure the Council is able to maximise the benefits of its future strategy.

IT experience COMMENTS (number against all responses)

Cyber Security Threat is High
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Extract from staff webinar presentation 19.10.20

Opportunities for consideration

- How can performance issues with 'virtual desktops' be improved and where should the Council deploy 'thick' client laptops with native software?
- Unified comms infrastructure be deployed and delivered in line with a change programme with staff specifically in the area of home working, remote call centre provision, etc...
- Providing technology tailored to meet the needs of and support services / teams in new ways of working
- Cross-building and in-building stress testing and a review of the WAN/MPLS may be need to future proof connectivity and performance
- Consider a BYOD policy



Current Processes

LEADERSHIP

- Senior Leadership have led by example during COVID-19 for process changes such as working from home
- This needs to be continued and extended to the other process updates

Home Worker

- Current process is all staff to work from home due to COVID-19 Government advice.
- Virtual Meetings are the go-to now.
- How does a new starter or junior staff member get trained?

Management

- Senior Leadership need to continue to set best practice examples and lead by example
- Do managers feel like they have been given the tools to continue to manage teams virtually if required?

Virtual Office

- Too many meetings have caused some to feel meeting fatigue
- It can be difficult to maintain connections
- Important that staff can still balance their diaries and their days.

Office Hygiene

- Nervousness around returning to the office
- Current office set up may make it difficult to advocate high standards of office cleanliness, Clean desk policies will need to be introduced to allow cleaners to wipe down surfaces effectively.

Benchmarking

5

Benchmarking

Summary of how we are seeing other public sector bodies adapt their corporate estate in response to new ways of working post COVID 19. Overlay with Arcadis Workscape insights

Other Corporate Estate Strategies

Below is a snapshot of examples of the Strategies being adopted by other Councils:

Dudley Council

- ❖ To retain less accommodation costing less to run and maintain but which enables staff to work in an environment **fit for purpose**
- ❖ To enable the colocation of 'back office' services working in an **agile manner** and in **collaboration with partners**
- ❖ To have fewer but more strategically sited front line operational assets that engage with communities and complement greater use of **digital technology**
- ❖ To **proactively dispose of surplus assets** that do not support service delivery or cannot facilitate alternative uses

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Nottinghamshire Council

"Our vision is to create an efficient, safe and sustainable land and property portfolio that supports delivery of more integrated customer focused services, delivers value for money and supports regeneration and economic growth:

- ❖ Priority 1 – Property being **managed corporately** to support the Council's Corporate Objectives and Priorities
- ❖ Priority 2 – **Supporting** and empowering people
- ❖ Priority 3 – Providing **Value for Money**
- ❖ Priority 4 – Supporting **regeneration** and economic growth
- ❖ Priority 5 - Working **effectively with partners** to maximise shared opportunities

Bristol City Council

- ❖ Provide the right property, in the right place, that is **fit for purpose** and economic to occupy.
- ❖ Deliver **value for money** property services to support service needs whilst meeting the council's corporate objectives.
- ❖ Fully implement a Corporate Landlord model.
- ❖ Ensure that in developing new properties and maintaining or improving our existing estate that we have regard to their **environmental** impact.
- ❖ To take advantage wherever possible of the opportunities offered by initiatives such as City Leap to support our proposals to be a **Carbon Neutral** City by 2030.
- ❖ Ensure that development or restructuring within our estate is fully compliant with the objectives and requirements of the Local Plan and thereby meets the council's growth agenda.
- ❖ Optimise the value of our investment portfolio.
- ❖ Use our assets to **support regeneration**, to deliver our housing objectives and deliver vibrant and sustainable communities through the opportunities outlined in our Community Asset transfer policy detailed later in this report.
- ❖ **Work with Public and Third Sector partners** to achieve opportunities to deliver "joined up" services from shared buildings.

Solihull Council

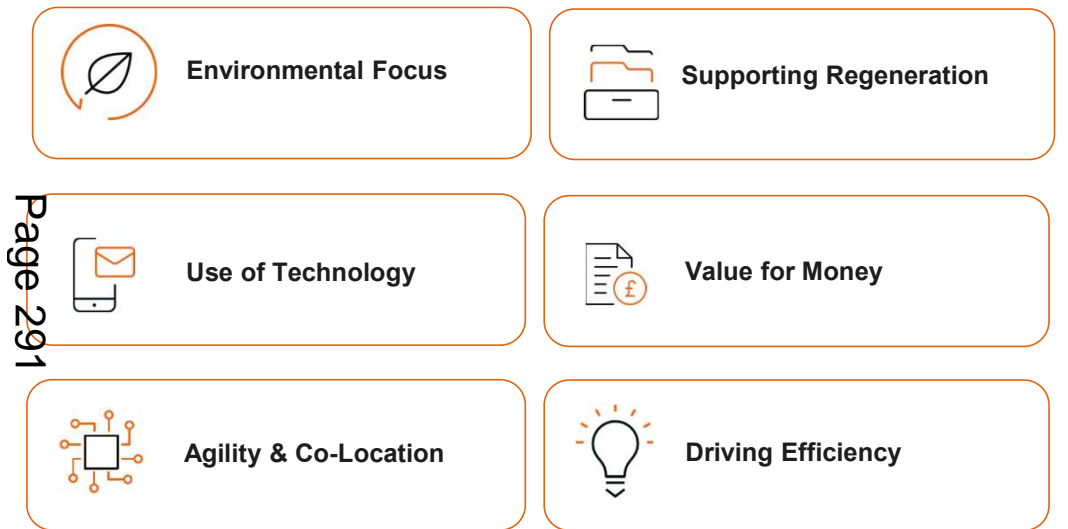
- ❖ Achieve a % reduction in property asset revenue costs.
- ❖ Increase the utilisation and improve the condition of the estate to ensure that accommodation is **fit for purpose** and meets the needs of our services
- ❖ Support the delivery of the Governments Clean Growth Strategy and Voluntary Emissions Reduction Pledge 2020 by **reducing carbon emissions** by 50% by 2024/25.
- ❖ **Engage with partners** to support the One Public Estate Vision and **Co-location Strategy**

Kent Council

- ❖ Embed a **culture of innovation** that maximises the **use of technology** that supports **new ways of working** and business case across the council.
- ❖ Deliver our services in a **customer focused** way which is consistent with KCC's values and behaviours.
- ❖ Drive **efficiency** through the management of the estate to drive transformation to meet the evolving and **changing requirements** of the organisation, ensuring the estate **provides the right space**, in the right place and on the best terms. This also includes maximising income and overall value from the estate through proactive portfolio management.
- ❖ Maximise **regeneration** and growth through effective procurement and linking public sector requirements with regeneration opportunities.
- ❖ **Protect the environment** through best use of appropriate technologies, utilising available financing to support implementation and meet the objectives of the Kent Environment Strategy and the **Carbon Reduction** Action Plan

Other Corporate Estate Strategies

The main themes being seen in other Corporate Estate Strategies:



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Smarter Working Programme

The critical success factors in the delivery of a **Smarter Working Programme** include -

- ✓ a clearly articulated vision and a set of **smarter working principles**,
- ✓ measurable objectives in relation to **benefits**
- ✓ **visible leadership** of the change
- ✓ a fully **integrated plan**, including high levels of engagement and
- ✓ **dedicated resource** to drive the transformation through.

All underpinned by the need for more effective use of **data**

- CX/UX survey feedback
- KPIs to measure sustainability
- Financial metrics driving property efficiency targets

Other Corporate Estate Strategies

Insights that will inform your sustainable workplace travel plans:

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BANES & WECA Active Travel

Currently consulting on travel plans and the emphasis is very much on encouraging active travel rather than specifically capping or disincentivising car use.



Birmingham City Council Parking Ratios

Publish parking ratios for new development. These vary depending on location, but as an example, City Centre location have higher ratios (6:1) compared to more suburban areas.



Water Company Bookable Spaces

Current car parking is to be reduced to a ratio on 1:3 and the spaces will be numbered and bookable to ensure that colleagues travelling in have a space to use. The data will then be collected and analysed in the future to see if further reductions can be made,

Key Insights

Town Hall:

Sustainable Workplace Travel Plans

Key information to inform this strategy will be from the role mapping and persona development exercise – this will derive a clearer view of who (and when) people will face into the Town Hall.

Current Assumptions:

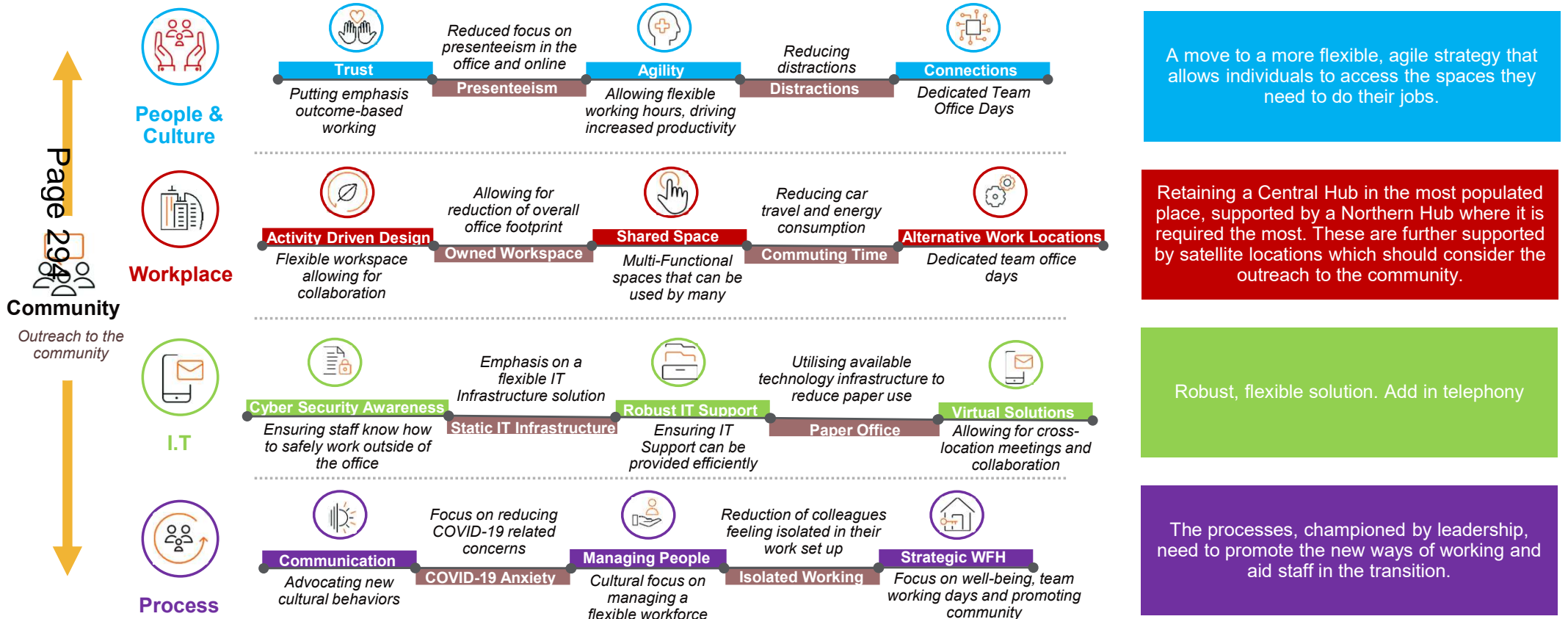
- The existing (pre-COVID) desk provision was circa 475. Applying an assumed agility ratio of 7:10 gives us an existing (pre-COVID) staff number of 680.
- This can be overlaid with expected post-COVID usage of the building (using the results of the October pulse survey) which gives a range of 102 – 340 staff in the Town Hall at any one time.
- Using 1:6 as a parking ratio would give minimum parking space requirements of 17 – 57. This doesn't consider staff who would face into the Town Hall following the exit of Castlewood.

A photograph of two people, a man and a woman, in a dimly lit office. They are looking at a large computer monitor that displays a complex technical diagram or blueprint. The man is standing and pointing at the screen with a pen, while the woman is seated and also pointing at the screen. The background shows other office desks and monitors, suggesting a collaborative work environment.

Determining Future Needs *The To-Be Position*

Overview

Within this section we have used the findings reviewed in the previous section to devise a roadmap that will guide us to the strategy.





Town Hall | Example Future Zoning



A review of the space allocation analysed in the “as-is” section of this document shows how small changes could make a big difference to how staff interact with the space. It is essential that flexibility is promoted in the offices that are retained, allowing more teams to utilise the same space for different uses.



New Town Hall – First Floor

New percentages example:

Desk Space:	20%
Storage:	10%
Collaboration (Open Plan):	30%
Resource:	2%
Enclosed Meeting / Office:	18%
Kitchen:	5%
Circulation:	15%



Flexible Space Examples



Activity Driven Design

Flexible workspace allowing for collaboration

The same space provides for several different settings, promoting the best use of space and providing the right functionality for teams



Agility

Allowing flexible working hours, driving increased productivity



Shared Space

Multi-Functional spaces that can be used by many



Work Setting Example: Brainstorm



Work Setting Example: Focus Working



Work Setting Example: Stand Up Meeting



Work Setting Example: Workshop

Flexible Space Examples



Virtual Solutions
 Allowing for cross-location meetings and collaboration

Connecting team members



Connections
 Avoiding isolated working

Avoiding presenteeism and promoting agility



Alternative Work Locations
 Allowing flexibility with work patterns



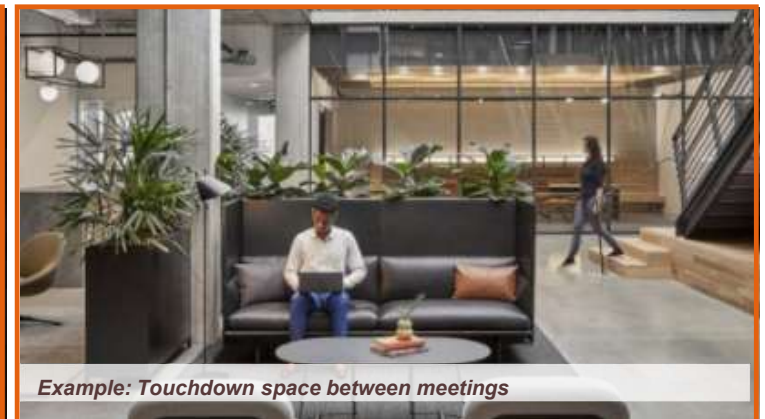
Example: At home dial in



Example: Acoustics in the office



Example: Training in the safe us of public space working



Example: Touchdown space between meetings



Workforce Persona Roles (Next Steps)

Producing personas for each role type is an essential next step to ensure the retained assets are able to provide the right work settings to employees. Further information can be found in the section 10: Immediate Next Steps.

Approach

Work Practice Analysis
Example: Overlaying survey and/or interview feedback over persona types:

Office Based

Examples of Roles:
• F&E Staff
• Reception Staff
• Control Centre

Always in the Office

Role Ratio: 10:10

Anchor

Examples of Roles:
• Leadership
• Team Member

3-4 days in the Office

Role Ratio: 10:7

Flexible Worker

Examples of Roles:
• Admin Staff
• Admin Support

1-2 days in the Office

Role Ratio: 10:3

Field Worker

Examples of Roles:
• Safety Case Officer
• Civil Engineer
• Asset Support

5 days in the Field

Role Ratio: 10:3

Home Worker

Examples of Roles:
• Admin Support
• Team Member
• Control Centre

0 days in the Office

Role Ratio: 10:1

Ratio allocation for each asset per persona is calculated

Approach

Data Location Overlay
Example: Town Hall (Approx. 1000 employees) Persona number breakdown example

Office Based:	30 people	X 10:10 ratio
Anchor:	40 people	X 10:7 ratio
Flexible Worker:	650 people	X 10:3 ratio
Field Worker:	230 people	X 10:1 ratio (& touchdown)
Home Worker:	50 people	X 10:1 ratio (& touchdown)

290 Desks

Employee interviews inform the personas...

Some Person's will need to be broken down into sub categories due the nature of the role type:

Office Based

Examples of Roles:
• F&E Staff
• Reception Staff
• Control Centre

Always in the Office

Role Ratio: 10:10 / 1:1

Office Based: "Settler"

Majority of time at their desk

Percentage of Persona: 20%

Office Based: "Boomerang"

Time is split between desk, collaboration and meetings

Percentage of Persona: 50%

Office Based: "Satellite"

Time is spent ping-pong between meetings and collaboration

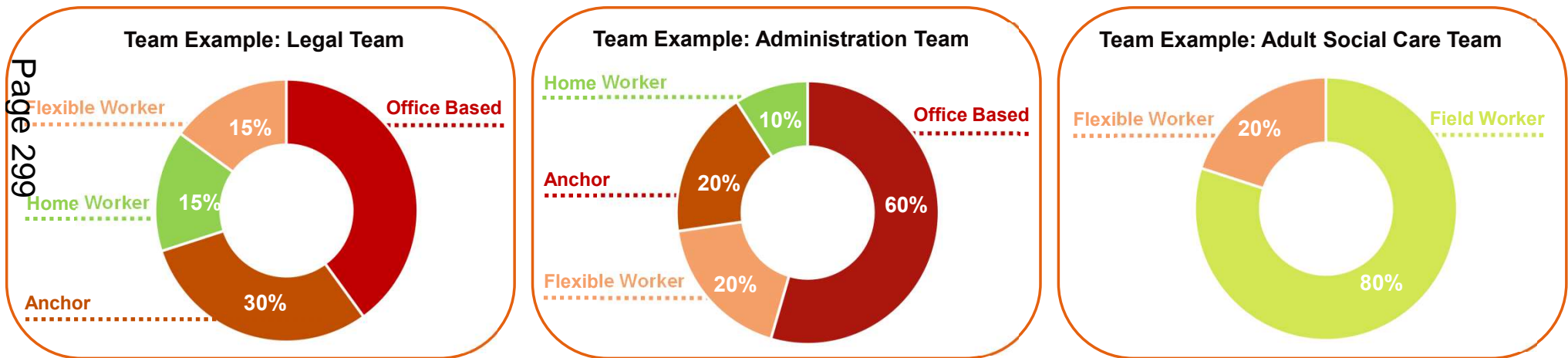
Percentage of Persona: 30%

Further breakdown of personas is agreed



Workforce Persona Roles (Next Steps)

Example: Applying role persona percentages to teams:





Homeworking Process Considerations

Considerations for providing homeworker work settings:



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Componentry Ordering

- ❖ Choosing safe componentry
- ❖ Easy home use
- ❖ Easy to replace / pick up



Delivery & Installation

- ❖ Quick delivery times
- ❖ Easy to install
- ❖ Option to have an installer if required
- ❖ Troubleshooting helpline
- ❖ Easy to maintain



Risk Assessments

- ❖ Robust Risk Assessment
- ❖ Considerations of home life
- ❖ Esurance that efficient set up and upkeep will result in safe products
- ❖ How is the installation signed off – colleague buy-in of safety



DSE Assessments

- ❖ Robust training on DSE set up
- ❖ Regular self-checks to ensure good habits
- ❖ Further DSE help available if required



Expense Contributions

- ❖ Internal agreement on any contributions to be given to Colleagues such as bills or Internet Costs



'To Be' Considerations and Actions

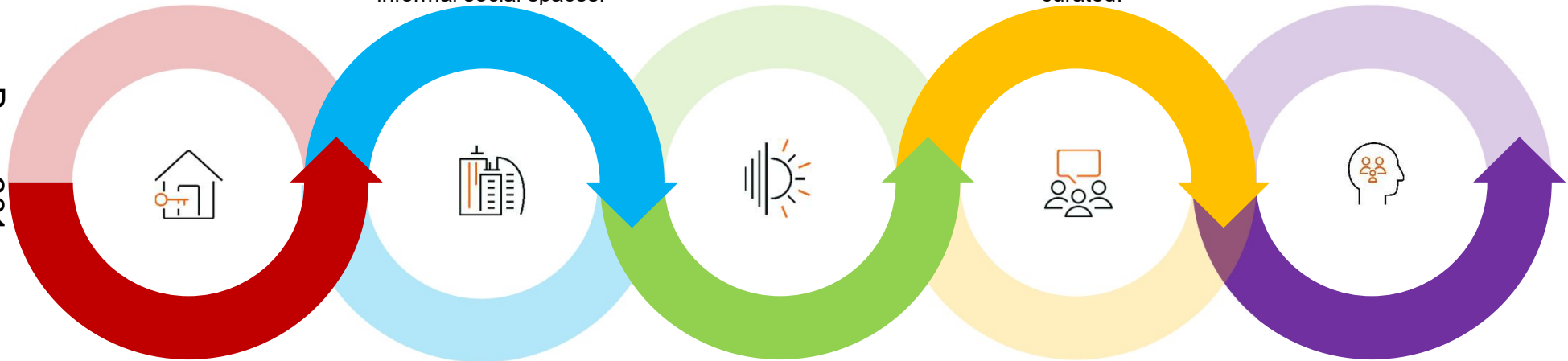
Office Layouts

The office layouts should be reconfigured to promote flexibility, allowing more teams to utilize the same space for different uses. This includes reducing the space allocated to storage and improving refreshment and informal social spaces.

Curating a Community

Curating a community whereby staff and members are able to come together. The outreach of the council, presence within the community and activities such as council meetings are a focus. Consideration to be given as to office visits are entirely fluid or in some way curated.

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Policy Updates

The Flexible Working and Homeworking policy should be updated to reflect the new ways of working. To support homeworking, a BYOD policy could be considered. Enhanced ergonomic homeworking setups and appropriate technology to be deployed.

Communication of Changes

The leadership team to advocate cultural new behaviours where homeworking is encouraged – Lead by example. Such changes have been implemented such as working from home during COVID-19 but this needs to be continued and extended to the other process updates.

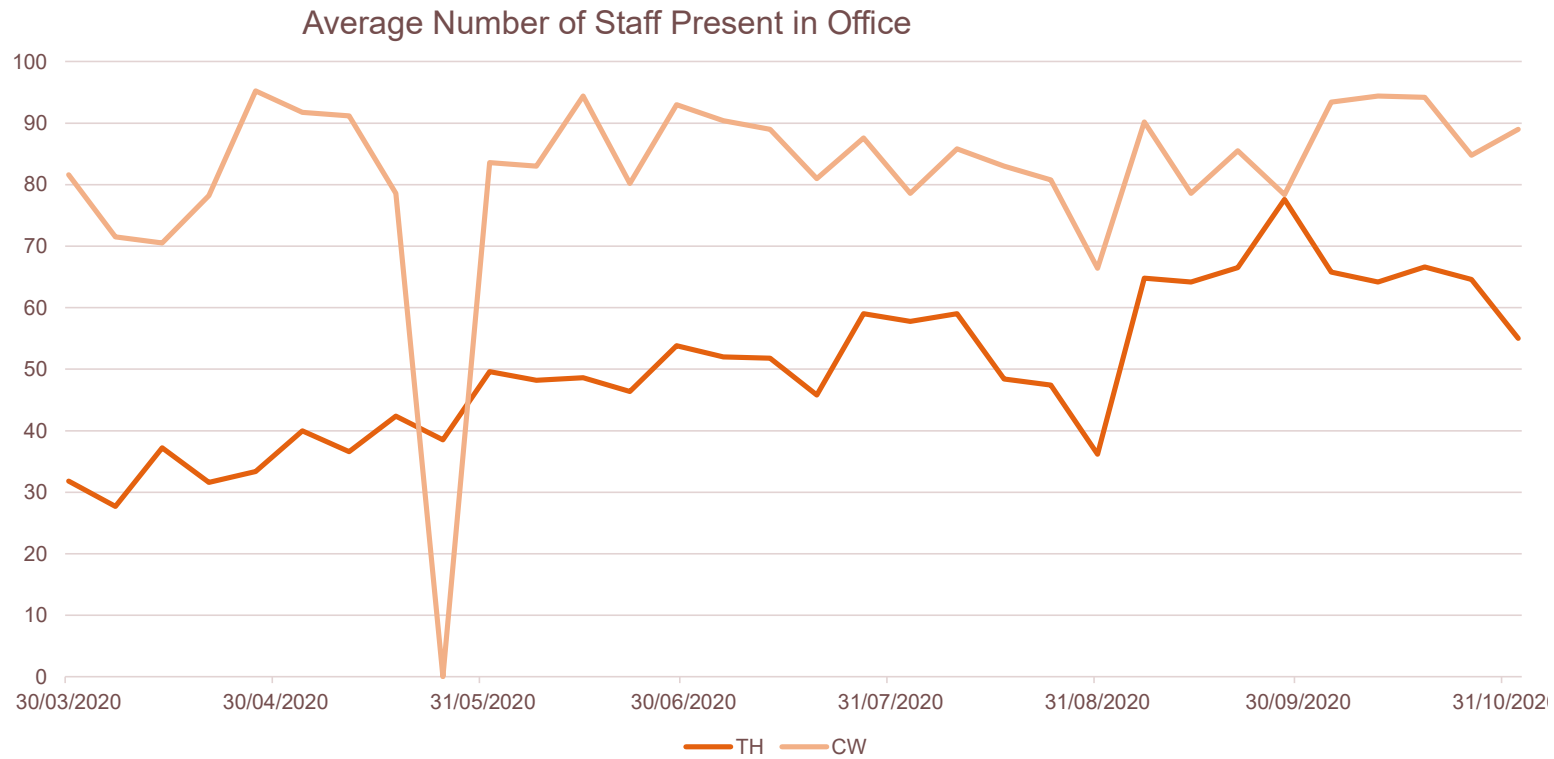
Managing People

Cultural focus on managing a flexible workforce. Ensure that staff are able to define boundaries between work and home. Ensure that all staff have been given the correct tools to continue working effectively. Support to be given to managers in leading distributed teams and frameworks for communications between teams to be established.



Average number of staff in offices since Lockdown

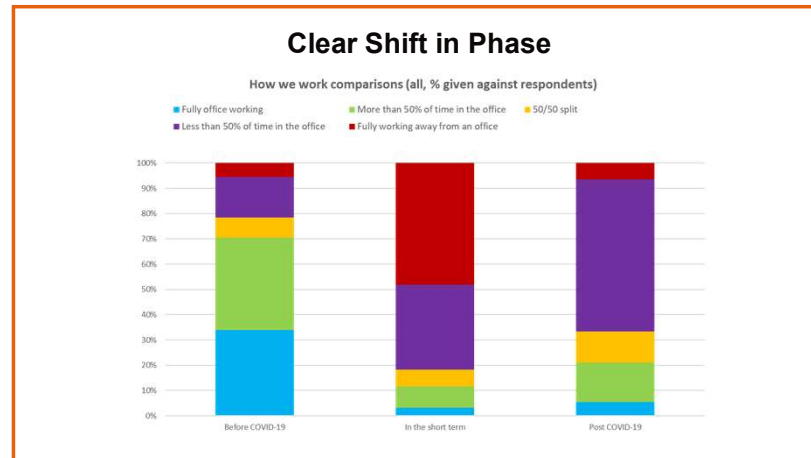
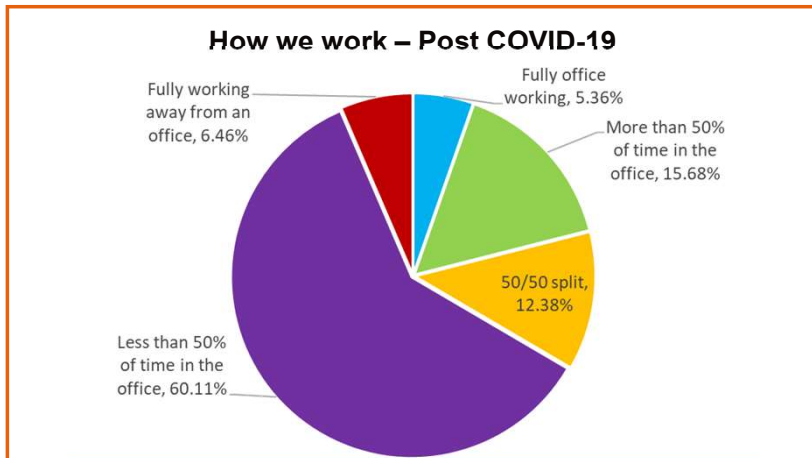
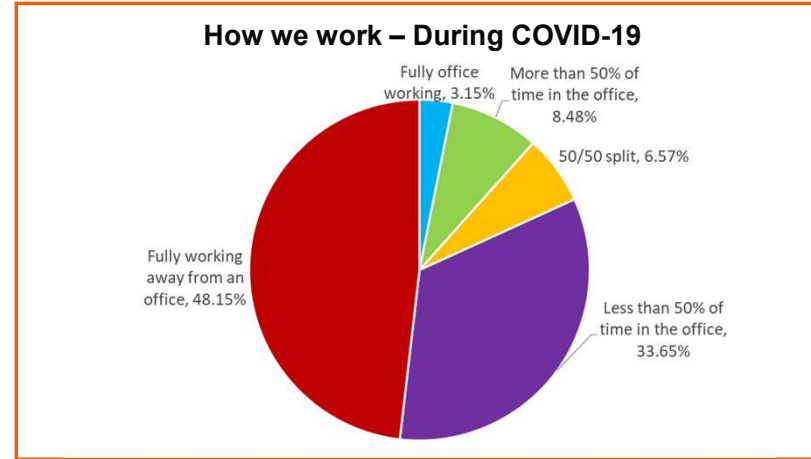
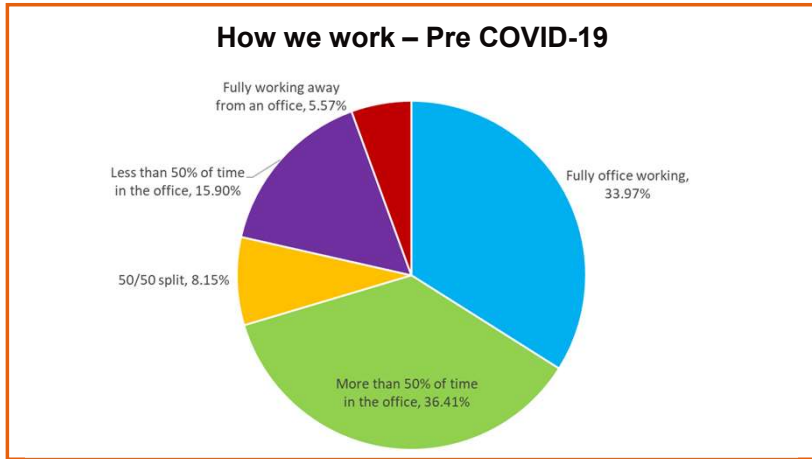
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Clear Shift in Phase

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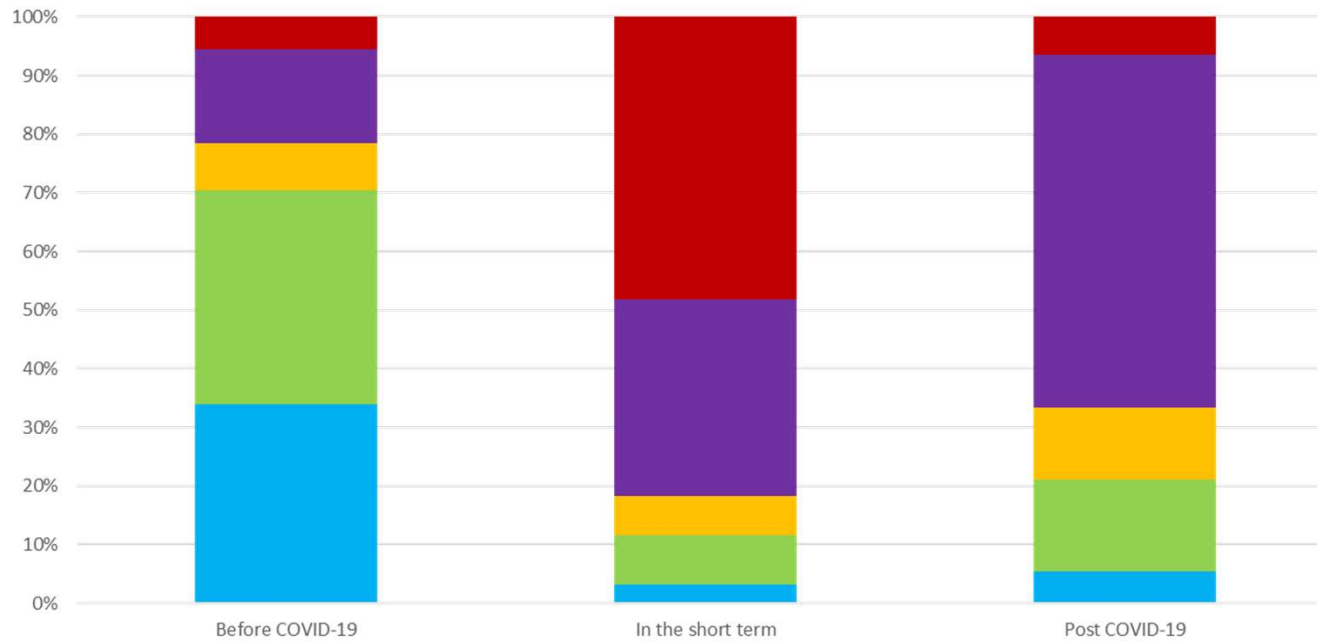


Clear Shift in Phase



How we work comparisons (all, % given against respondents)

- Fully office working
- More than 50% of time in the office
- 50/50 split
- Less than 50% of time in the office
- Fully working away from an office



Summary of Future Needs



People and Culture

- ✓ Provide local points of touch down for teams serving local communities
- ✓ A place where teams can easily get together to collaborate
- ✓ A common culture with a clear vision for ways of working
- ✓ Uphold Council values and priorities
- ✓ A shift from 'mine to own' to 'ours to share'
- ✓ A shift to work as an activity not a place
- ✓ Embedding agile principles



Workplace

- ✓ A visible presence within local communities
- ✓ Located where it can best support those in need of Council services
- ✓ Space to support partners and other public sector bodies
- ✓ Offer a great, attractive, and efficient place to work and access Council services
- ✓ Support new ways of working and modern workspace design
- ✓ Supports corporate landlord model and community placemaking



Planet

- ✓ Right sizing real estate to balance supply and demand
- ✓ Support a net zero Council
- ✓ Support a net zero carbon county
- ✓ Support active modes of travel
- ✓ Be well served by public transport
- ✓ Fewer and shorter journeys made by car
- ✓ Education and support for home working
- ✓ Corporate responsibility around asset disposal strategy

The Vision

7

The Vision

The derived vision and principles for a flexible workforce operating model together with a position statement in context to the Council's readiness to realise the agreed vision

- ✓ Creating a narrative around why you are doing this, your drivers for change and the expected benefits is a pre-requisite to a successful programme implementation.
- ✓ This should include statements around the 4 components of smarter working: Workspace, Technology, People/Culture and Leadership
- ✓ You also need to consider setting out how you plan to introduce this - timing and sequencing, who's involved/leading the work, alignment with other change programmes etc.

Setting your vision and principles

“Hybrid working will help us to become a more open, dynamic and modern organisation that fosters creativity, efficiency and collaboration. With our shared and agreed approach to Smarter Working, we will balance the freedom to choose where we work with the responsibility to meet business needs”

“Smarter Working will transform the way we work, through technology, workspace, and culture, enabling our people to deliver a better service to our customers. Smarter working must support the Service, our people and our customers”

“We will transform our business into a great place to work and an employer of choice through; an agile working environment that empowers staff to make the right decision about where and when to work; optimising the use of the workplace and technology and realising savings for the taxpayer. This will improve productivity with a focus on outputs and enable a better work life balance for all”

Example Visions



People and Leadership

our people have a choice* and added flexibility about where they work
**in agreement with the manager*

our people, where possible, can work from home up to 2 days per week, with agreement from their manager

we performance manage by outcomes over presenteeism

we will equip leaders/managers to ensure they can support virtual teams

leaders/managers will role model smarter working principles enabling their people to work more flexibly

leaders/managers will trust their team to work in a smarter way

workspace adjustments will be respected considering the wellbeing and comfort of our people



Workspace

our space is designed based on activity, not individuals

leaders/managers manage their allocated zone and when their people will be in the office – smoothing the week (e.g. – not Monday and Friday's)

desks will be allocated on a 6:10 desk ratio, with business areas split into zones (7:10 casework 8:10 academy)

desks that are scheduled to be left unused for more than three hours, our clear desk policy should be followed, with all personal belongings cleared away

our people are responsible for choosing the most appropriate place to work - making the most of the different areas; quiet zones, touchdown spaces and collaboration areas

we will be considerate booking and releasing meeting rooms when not being used

our people will use the most appropriate workspace for the activity they are carrying out (e.g. not using a 10 person room for a virtual 1-2-1)



Technology

our people will be equipped with laptops and headsets to enable them to work more in a more flexible way

single monitors with in-built display and charger ports will be provided at each desk (giving dual screen functionality)

our people will have access to work collaboratively using the new tools available – windows 10, office 365, instant messaging and video conferencing

our people will openly share calendars, so people know where they are working (*confidential meetings should be marked as private*)

larger meeting rooms will be equipped with relevant technology to support collaboration with colleagues in dispersed locations

our people will follow the Service's security policy to protect customer and personal confidentiality regardless of location.

Our vision is to provide flexibility fully enabled by technology, access to information, permissions and protocols for work to be able to be delivered effectively anywhere that suits our employees and our service users' needs. This is our 'work from anywhere' (WFA) vision.

We also propose to ensure that we provide quality, professional workplaces to support this hybrid model. We plan to support those needing or preferring workspace away from their home environment and service delivery locations to have access to uplifting shared spaces. Our surveys and conversations with you all have shaped this strategy.

We believe that flexibility in how we deliver our work can create improved work life balance and reinvigorated workplaces while supporting our need to make the best use of our resources. Your feedback has also highlighted the need to ensure that we retain great workplaces that will continue to support us in being together, collaborating, learning from one another and provide an alternative to working from home.

We will invest in Weston-Super-Mare town hall to deliver a more contemporary agile workplace more aligned to our future hybrid work practice. Our focus will be to balance a reduced desk provision aligned to agile work – moving from 'mine to own' to 'ours to share' with re-energised collaborative, social and well-being facilities. We plan to digitise more of our paperwork to support WFA information access and to ensure effective use of our office floorplate. We plan to improve our refreshment provision and informal meeting areas to create highly collaborative spaces that will enrich our workplace visits. Ensuring that we allocate the right space to all of these regenerated facilities will allow us to increase our corporate landlord activities too so that we can re-invest to support our employees and service users better. Ensuring that we are space efficient will also support our sustainability goals.

Considerations for a Vision Statement for MSC

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Our vision is to improve the working lives of our colleagues by delivering an effective hybrid workspace which supports flexibility and choice in how and where our work is done

Collaboration required to determine final statement.

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We will also continue to provide a contemporary northern North Somerset workplace, in line with our WFA hybrid model and our 'ours to share' agile model this will also be reduced in size. In Clevedon we have the opportunity to repurpose much of our Castlewood site at significant benefit to the local community and to us as a council too. As a result we are currently evaluating whether we reutilise part of this estate for our smaller northern hub or if we elect an alternative location.

Our vision is for re-invigorated, contemporary, uplifting, right-sized agile workplaces supports our ambition for thriving and sustainable places. Combined with well supported strategic home working, the ability for occasional drop into other shared facilities and the encouragement to work in a pattern that suits us all including in our local communities where practical demonstrates our values of empowering and caring about our people.

Our culture, workplaces, policies, protocols and practices will all be aligned to support this vision. A better way of working, where we balance choice, individual and team needs and preferences and where a flexible approach to how we deliver our work benefits us, our service users, communities, and the wider world. It is fully aligned to our aspirations as an open and enabling organisation.

Future Operating Model

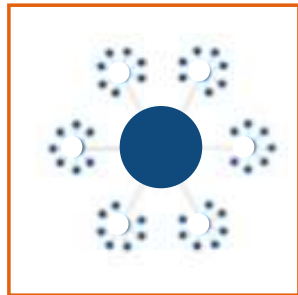
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The Strategic Asset Management Plan (SAMP) provides a framework for the future operating model

Relevance to the Accommodation Strategy

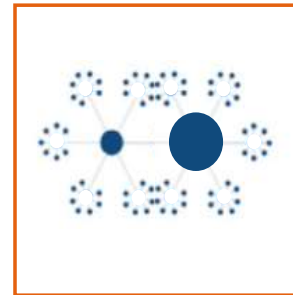
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">STRATEGIC</p>	<ul style="list-style-type: none"> Acquire sites that meet our needs, invest wisely in our towns and communities, help drive sustainable growth and attract wider private sector investment Ensure our assets are aligned to our council requirements and objectives, and invest to provide professional, efficient and effective services A focus on tackling inequalities, improving outcomes, maximising accessibility and encouraging healthier lifestyles, as well as supporting the vulnerable and building resilience to aid recovery following the pandemic Collaborate with partners to ensure best use of public assets and best possible outcomes 	<ul style="list-style-type: none"> Corporate estate model must be designed based on <u>need</u> to deliver professional, efficient and effective services The corporate estate should be located where it can best serve those communities in most need The corporate estate should be designed and located where it can encourage active travel The corporate estate model should facilitate shared space arrangements with other public sector bodies
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">OPERATIONAL</p>	<ul style="list-style-type: none"> Provide a framework for an accommodation strategy that achieves efficiency in space through remote working, empowers our staff and encourages continuous improvement and innovation Ensure our assets are appropriately located, provide flexible, multi-purpose accommodation that is fit for purpose, and promote co-working with our partners and communities Dispose of assets that do not align to our requirements / priorities, are a liability, or will not generate an income Our assets must have a net carbon zero footprint by 2030 	<ul style="list-style-type: none"> The corporate estate should be well utilised and policies should be set that strongly encourage (and where appropriate mandate) home working wherever possible The corporate environment must offer what working from home cannot, and should be an inspiring space that supports innovative thinking, collaboration and fosters a common culture Offices must be highly energy efficient
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">FINANCIAL</p>	<ul style="list-style-type: none"> Achieve financial savings from our assets through consolidation / rationalisation and invest in their adaptation to improve efficiency Use our assets to generate income to support our budget pressures and where necessary, this should be balanced against community benefit and social value Ensure that we have the adequate resources to manage our assets and embrace digital technology to support and maximise flexibility Re-invest in our core retained facilities to ensure that they are efficient and fit for purpose 	<ul style="list-style-type: none"> The new accommodation strategy should facilitate the realisation of financial savings both to fund investment in the short term in the retained estate, and provide long-term financial sustainability Explore opportunities to generate an income from the corporate estate where doing so does not detract from potential benefits to the local community

Various operating models were considered to meet future needs



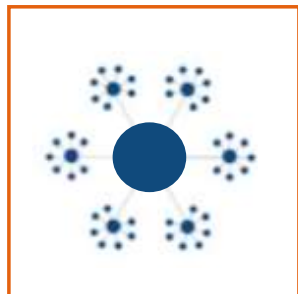
SINGLE CENTRE & WFH HYBRID

1 CENTRE STRATEGY, NO HUBS
Home offices
 No local hub offices



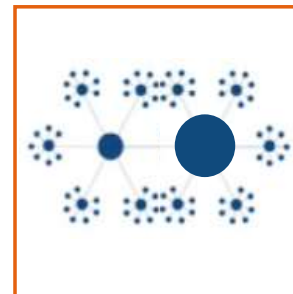
DUAL CENTRE & WFH HYBRID

2 CENTRE STRATEGY, NO HUBS
Home offices
 No local hub offices
 Central amenity **rich 2 roof WP**
 (possibly with reduced footprint)
 Either assigned office
 Or ability to work in either to suit task



FEATURE RICH CENTRAL OFFICE, HUB & SPOKE / WFA MODEL

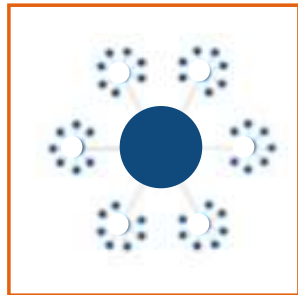
1 CENTRE HUB & SPOKE
 Multiple hubs & single spoke
 Dandelion model
Home offices
Hub offices local to homes
 Central **amenity rich 1 roof HQ**
 Ability to work in different locations subject to need, but with default to central hub



DUAL CENTRE HUB & SPOKE / WFA MODEL

2 CENTRE STRATEGY + HUBS
 Hub & spoke
 Dandelion model
Home offices
Hub offices local to homes
 Central amenity **rich 2 roof WP**
 (possibly with reduced footprint)
 Ability to work in different locations subject to need

Option 1 – Single Centre & WFH Hybrid



SINGLE CENTRE & WFH HYBRID

1 CENTRE STRATEGY, NO HUBS
Home offices
 No local hub offices

Key features of this model are:

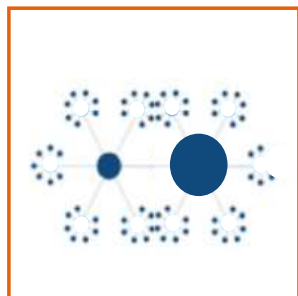
1. Consolidation into the Town Hall
2. Divestment of Castlewood
3. Work from home the 'default', unless there is a need to be in the office (F2F meetings, collaboration or due to home setup etc.)
4. No touch down hubs or neutral venues for F2F meetings with the public

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Advantages	Disadvantages
Divestment of Castlewood provides funding stream for transformation activities	Doesn't provide 'neutral' venues for F2F meetings with the public to support adult social care and families and children services etc.
Simpler to administer	Longer journeys for staff in the northern part of the county – which if made by car would result in higher carbon emissions
Cheaper to operate and maintain asset base	Reduces the Council's presence outside WSM, limiting the impact it can have on local regeneration
Potential to encourage greater use of public transport	Reduced resilience

Option 2a – Dual Centre & WFH Hybrid – with single northern office

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DUAL CENTRE & WFH HYBRID

2 CENTRE STRATEGY, NO HUBS

Home offices

No local hub offices

Central amenity **rich 2 roof WP**
(possibly with reduced footprint)

Either assigned office

Or ability to work in either to suit task

Key features of this model are:

1. Retention of the Town Hall as the primary office
2. Exit from Castlewood and establish a new secondary office in the north of the County
3. Work from home the 'default', unless there is a need to be in the office (F2F meetings, collaboration or due to home setup etc.)
4. No touch down hubs or neutral venues for F2F meetings with the public

Advantages	Disadvantages
Divestment of Castlewood provides funding stream for transformation activities	Doesn't provide 'neutral' venues for F2F meetings with the public to support adult social care and families and children services etc.
Potential to encourage greater use of public transport, subject to location of new office	The most complicated and expensive model to maintain and operate – like existing model
Greater potential to move to a corporate landlord model that could generate a recurring income for the Council	Critical to right size the northern office to avoid either underutilisation or reverting to pre-COVID ways of working

Option 2b – Dual Centre & WFH Hybrid – with multiple northern offices



DUAL CENTRE & WFH HYBRID

2 CENTRE STRATEGY, NO HUBS

Home offices

No local hub offices

Central amenity **rich 2 roof WP**
(possibly with reduced footprint)

Either assigned office

Or ability to work in either to suit task

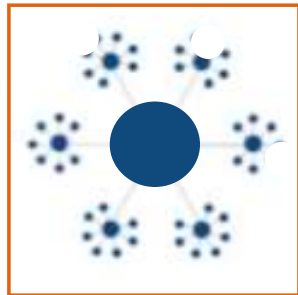
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3. Work from home the 'default', unless there is a need to be in the office (F2F meetings, collaboration or due to home setup etc.)
4. No touch down hubs or neutral venues for F2F meetings with the public

Advantages	Disadvantages
Divestment of Castlewood provides funding stream for transformation activities	Doesn't provide 'neutral' venues for F2F meetings with the public to support adult social care and families and children services etc.
Potential to encourage greater use of public transport, subject to location of new office	The most complicated and expensive model to maintain and operate – potentially higher operating costs than the existing model
Greater potential to move to a corporate landlord model that could generate a recurring income for the Council	Critical to right size the northern office to avoid either underutilisation or reverting to pre-COVID ways of working
Increases the Council's presence in local communities, potentially supporting local regeneration	

Option 3 – Feature Rich Central Office, Hub and Spoke / WFA Model

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FEATURE RICH CENTRAL OFFICE, HUB & SPOKE / WFA MODEL

1 CENTRE HUB & SPOKE

Multiple hubs & single spoke
Dandelion model

Home offices

Hub offices local to homes

Central amenity rich 1 roof HQ

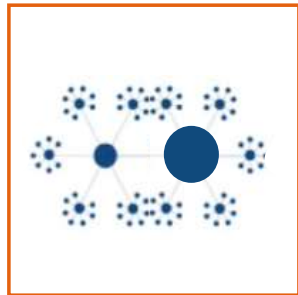
Ability to work in different locations subject to need, but with default to central hub

Key features of this model are:

1. Consolidation into the Town Hall
2. Divestment of Castlewood
3. Work from home the 'default', unless there is a need to be in the office (F2F meetings, collaboration or due to home setup etc.)
4. Touch down hubs located within surplus space within Council owned real estate (e.g. libraries / leisure centres etc.) or through co-working spaces with other public sector bodies

Advantages	Disadvantages
Divestment of Castlewood provides funding stream for transformation activities	Longer journeys for staff in the northern part of the county (for team meetings etc.) – which if made by car would result in higher carbon emissions
Simpler to administer	Some reduction in the Council's presence outside WSM, limiting the impact it can have on local regeneration
Cheaper to operate and maintain asset base	Reduced resilience
Potential to encourage greater use of public transport	

Option 4a – Dual Centre Hub & Spoke / WFA Model – with single northern office



DUAL CENTRE HUB & SPOKE / WFA MODEL

2 CENTRE STRATEGY + HUBS

Hub & spoke
Dandelion model

Home offices

Hub offices local to homes
Central amenity rich **2 roof WP**
(possibly with reduced footprint)
Ability to work in different locations
subject to need

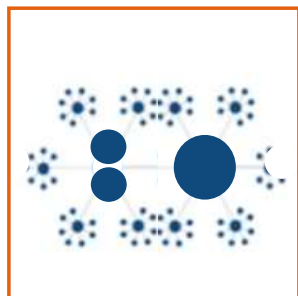
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Advantages	Disadvantages
Divestment of Castlewood provides funding stream for transformation activities	The most complicated and expensive model to maintain and operate – like existing model
Potential to encourage greater use of public transport, subject to location of new office	Critical to right size the northern office to avoid either underutilisation or reverting to pre-COVID ways of working
Greater potential to move to a corporate landlord model that could generate a recurring income for the Council	

Option 4b – Dual Centre Hub & Spoke / WFA Model – with multiple northern offices

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DUAL CENTRE HUB & SPOKE / WFA MODEL

2 CENTRE STRATEGY + HUBS

Hub & spoke
Dandelion model

Home offices

Hub offices local to homes
Central amenity rich **2 roof WP**
(possibly with reduced footprint)
Ability to work in different locations
subject to need

Key features of this model are:

1. Retention of the Town Hall as the primary office
2. Exit from Castlewood and establish multiple (2-3) smaller secondary offices in the north of the County
3. Work from home the 'default', unless there is a need to be in the office (F2F meetings, collaboration or due to home setup etc.)
4. Touch down hubs located within surplus space within Council owned real estate (e.g. libraries / leisure centres etc.) or through co-working spaces with other public sector bodies

Advantages	Disadvantages
Divestment of Castlewood provides funding stream for transformation activities	The most complicated and expensive model to maintain and operate – potentially higher operating costs than the existing model
Potential to encourage greater use of public transport, subject to location of new offices	Critical to right size the northern offices to avoid either underutilisation or reverting to pre-COVID ways of working
Greatest potential to move to a corporate landlord model that could generate a recurring income for the Council	
Increases the Council's presence in local communities, potentially supporting local regeneration	

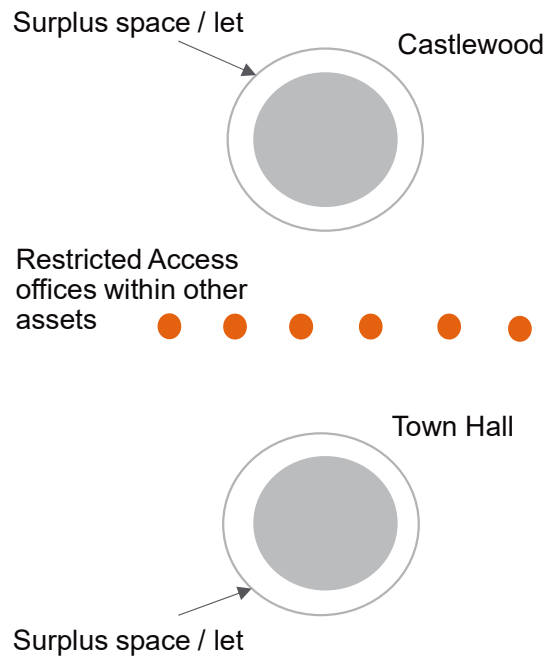
- ✓ The Town Hall in Weston-super-Mare should be retained as the primary office and cultural heart of the Council - but there is a need to invest in the building to provide workspace that better supports new ways of working
- ✓ Continuation of home working, where this is possible considering the employee's role and home setup – people's homes will be an integral part of the operating model and Council policy needs to support this
- ✓ An on-going need for family and children centres etc. outside the core Council office environments to facilitate F2F meetings in 'neutral' locations. Where available, retained Council owned assets (e.g. libraries and leisure centres are to be leveraged across the Council. In addition, future partnering arrangements should be explored with other public sector bodies.
- ✓ A phased transition from Castlewood to release the site for re-development, starting with a consolidation of Council occupation and subsequent release of space to support local regeneration
- ✓ Touch-down locations beyond the Town Hall will be subject to further due diligence based on service provision needs

Discussions with the Council's Corporate Leadership Team and Asset Strategy Steering Group have identified the following features for a future operating model

Evolution of the operating model

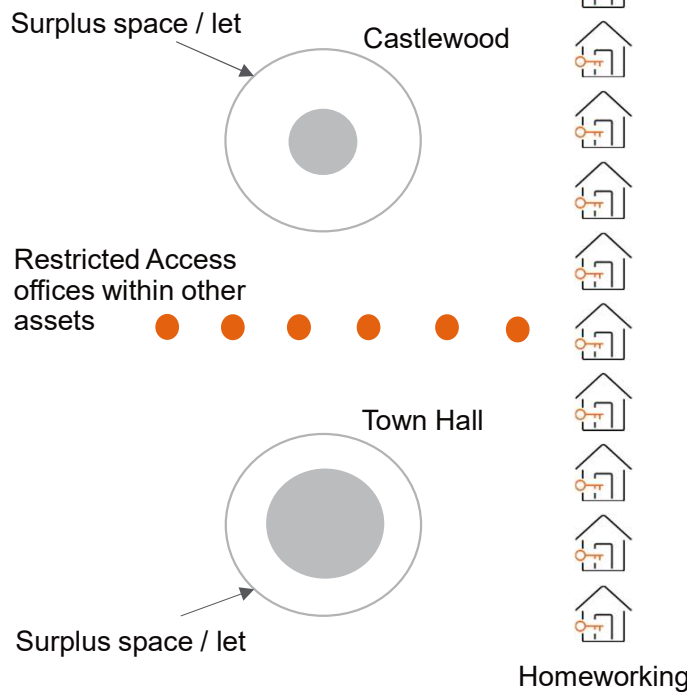
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Pre-COVID 19



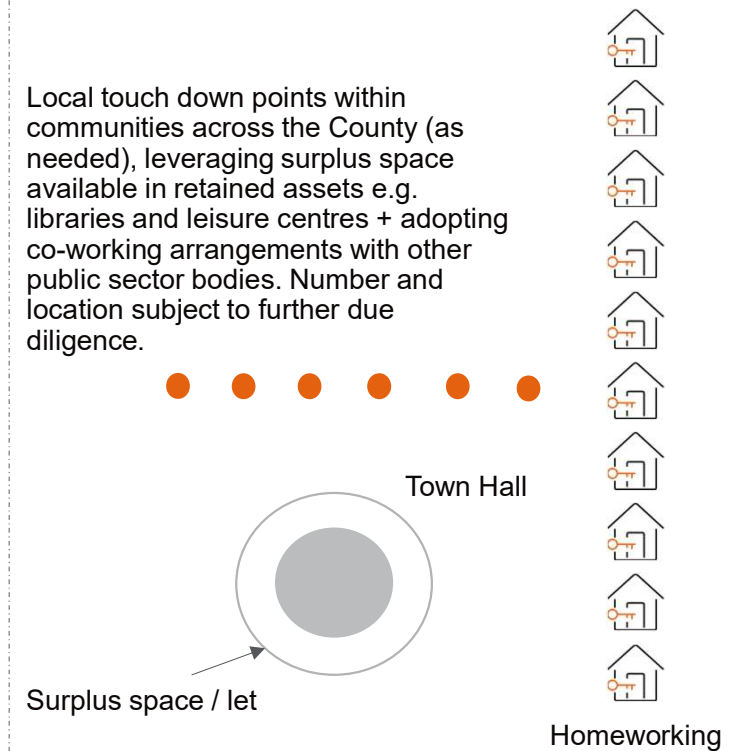
Mostly working from NSC offices, little remote working, approaching 1:1 desk ratios

Current – Short Term (until 2022)



Massive expansion of home working, consolidation of Castlewood and investment in the Town Hall to support new ways of working

Long-Term (Post 2022)



Local touch down points within communities across the County (as needed), leveraging surplus space available in retained assets e.g. libraries and leisure centres + adopting co-working arrangements with other public sector bodies. Number and location subject to further due diligence.

Exit from Castlewood and strategic investment in local touch down points

Transformation Map (How do we get there?)

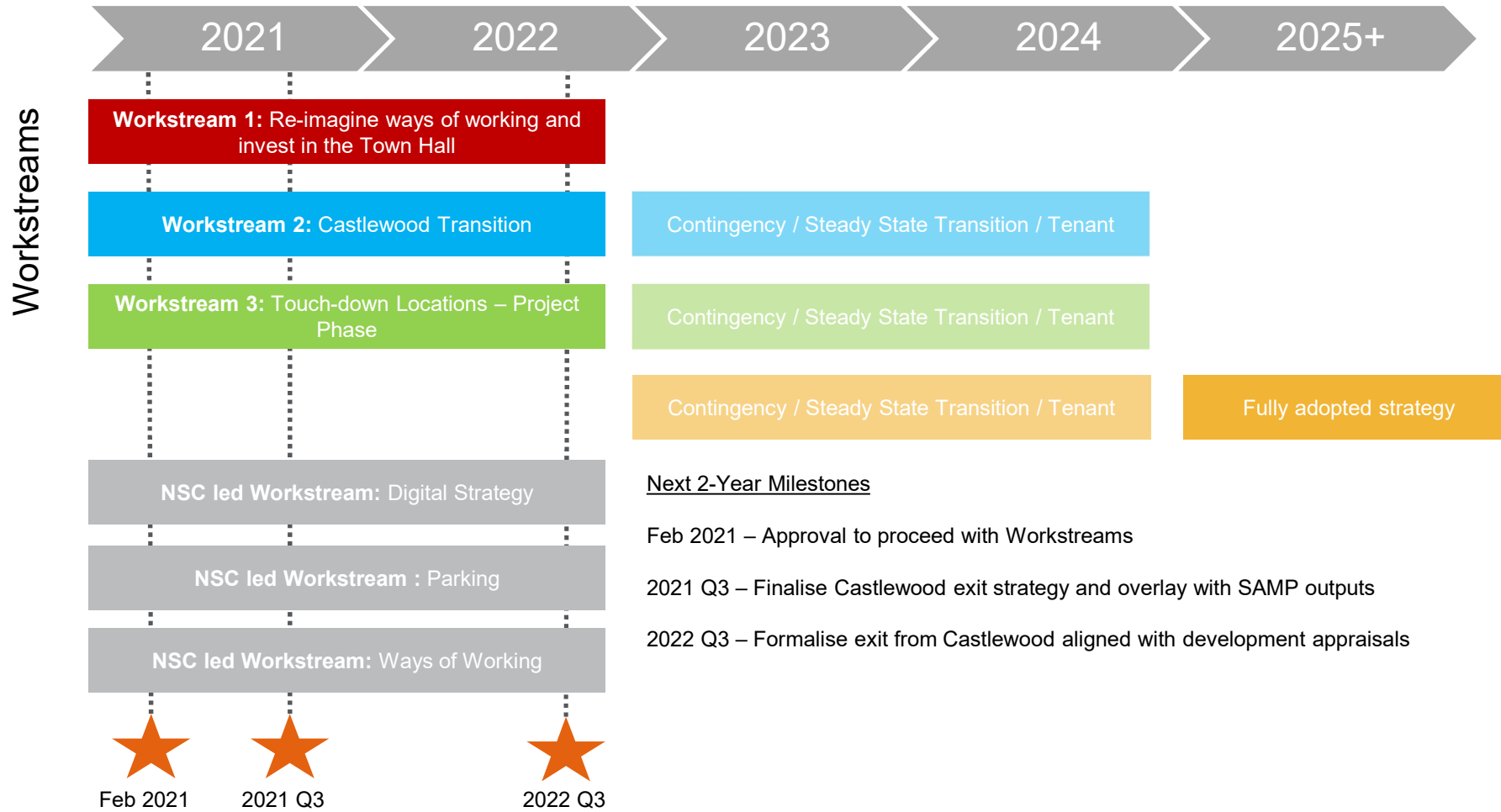
9

Transformation Map
(How do we get there)

A high level 'Transformation Map' (and notes) documenting key activities over a defined time period. Derived from engagement with senior leadership, feedback and Arcadis insight.

Strategy Roadmap

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Overview of Workstreams



Workstream 1: Re-imagine ways of working and invest in the Town Hall

Reconfigured Town hall embracing new ways of working. TH embedded as cultural heart of the Council, Remote working practice fully embedded along with transformational working practice

Workstream 2: Castlewood Transition

NSC staff relocated to single area in CW and vacated space repurposed for alternate use

Workstream 3: Touch-down Locations – Project Phase

Transformation programmes completed informing usage and potential adaptation required of the to be retained assets in accordance with Assts Strategy. Informs Investment need and Asset Strategy investment Programme 2022 onwards.

Workstream 1



Workstream 1: Re-imagine ways of working and invest in the Town Hall

Outcomes:

- Reconfigured Town Hall embracing new ways of working
- Town Hall embedded as cultural heart of the Council.
- Remote working practice fully embedded along with transformational working practise

BCIS Existing Office Refurbishment Rates (£/m2 GIFA)

Lower Quartile	Median	Upper Quartile
719	1,041	1,219

Arcadis benchmark for workplace fit out £400-900 per sqm (See Appendix for examples)

	Feb '21	2021 Q3	Oct '22
Milestone	Adoption of Accommodation strategy	Agreement on final plan	Full refurbishment completed
Key Activities	Capital budget set investment in reconfiguring Town Hall	Submission for Statutory approvals	Full staff adoption of new working practise
	Phase 3 Covid office plans - physical changes to office layout and depersonalisation of space in accordance with emerging floor plans Corporate messaging about office working within a Covid environment	Sign off for project budget and approval for procurement process	Benefits realisation as per Target Model
	Development of office plans, consultation starts	Contract awarded and Mobilisation for start on site	
	Future ways of working programme launched for consultation and engagement – e.g. Terms and Conditions, parking	Future ways of working consultative period ends and implementation	

Workstream 2



Workstream 2: Castlewood Transition

NSC staff relocated to single area in CW and vacated space repurposed for alternate use

	Feb '21	2021 Q3	Oct '22 – '25
Milestone	Adoption of Accommodation strategy	Agreement and sign off of Strategic development proposals	Strategic Development option core activities
Key Activities	Capital budget set meanwhile investment in CW as part of NSC exit strategy	Approved strategic development option launched	Negotiations with tenants and alternative provision agreed
	Phase 3 Covid office plans - physical changes to office layout Corporate messaging about office working within a Covid environment	Staff relocated to single area in CW	Exit of building and redevelopment of site begins 2025
	Strategic Development Programme Review – Meanwhile usage up to 2025 Long term development 2025+	Meanwhile usages implemented or moth balling of vacated space	
	Future ways of working programme launched for consultation and engagement – e.g. Terms and Conditions, parking	Future ways of working consultative period ends and implementation	

Workstream 3

Workstream 3: Touch-down Locations



Key Activities

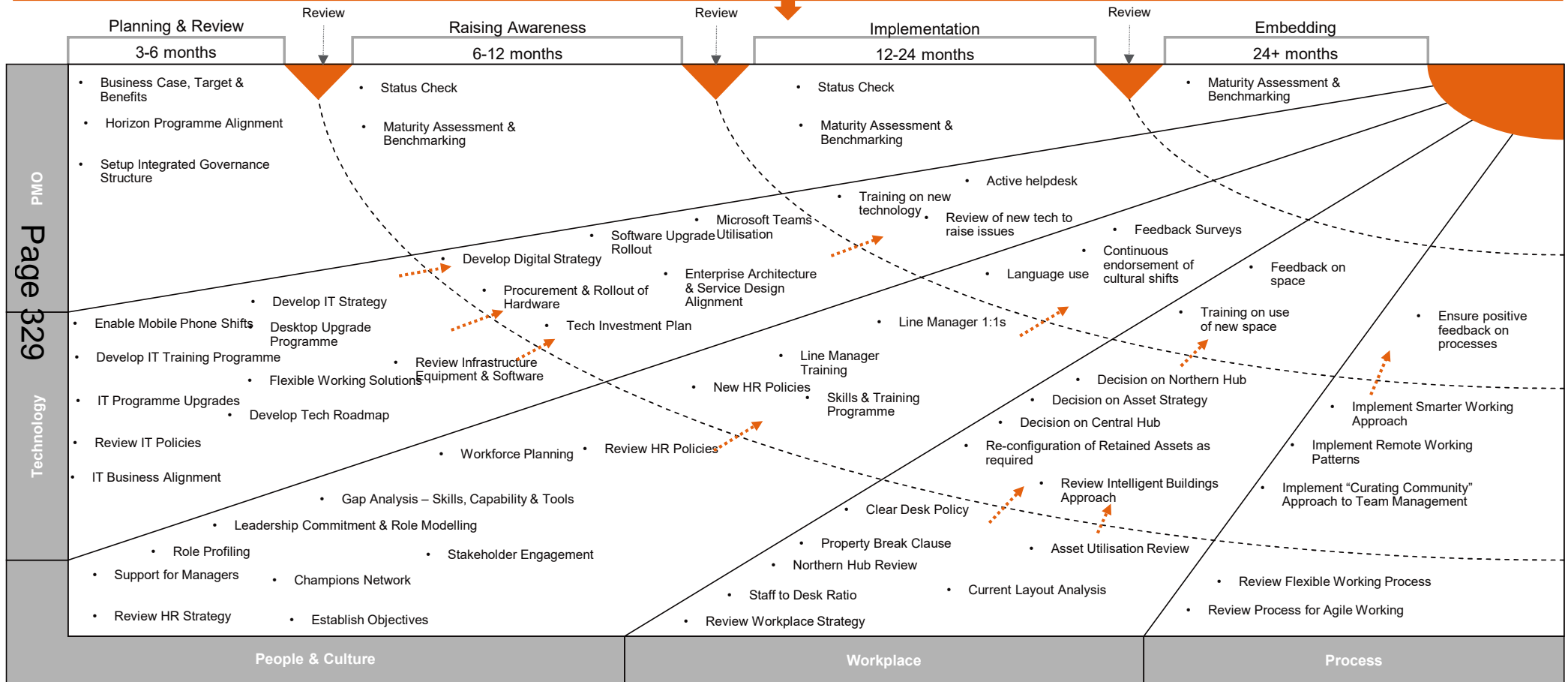
- Overlay asset strategy scoring from Lot 1 to understand potential to meet future requirements e.g., transition of certain gateway services from Castlewood to Clevedon Library
- Site options identification and financial appraisal (for both new acquisition or self-development of existing plots)
- On-going validation of future needs through pulse surveys, persona development, directorate and team leader discussions and discussion with partners / other public sector bodies
- Plan and implement technology transformation to support new ways of working
- Establish new working culture aligned to vision, provide training and support where necessary
- Review of HR policies to support new vision, including support to continue working from home
- Comms and change management to delivery and embed change

Suggested Activity to bring forwards

Persona Development and role mapping to validate future requirements based on need and service requirements

Smarter Working Transformation Map

Communication & Engagement / Benefits Management



Transformation Guidance

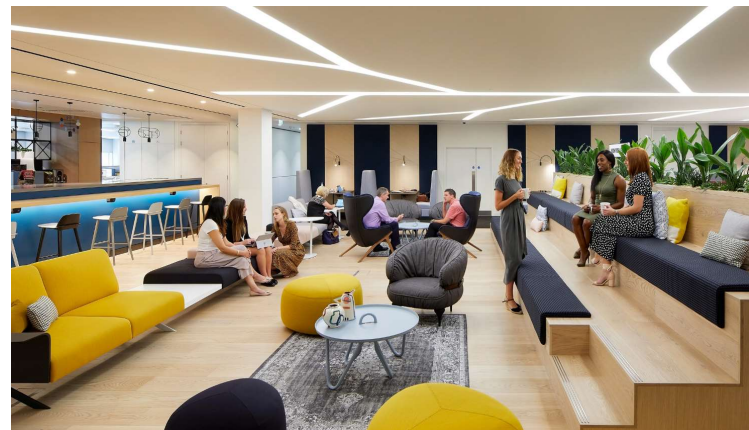
The 4 C's that will underpin the success of the move to a more flexible, agile workscape:



Collaborate
The office becomes a place to come together and collaborate with colleagues



Connect
The office becomes a place to come together and collaborate with colleagues



Community
Curating a community centred around the office



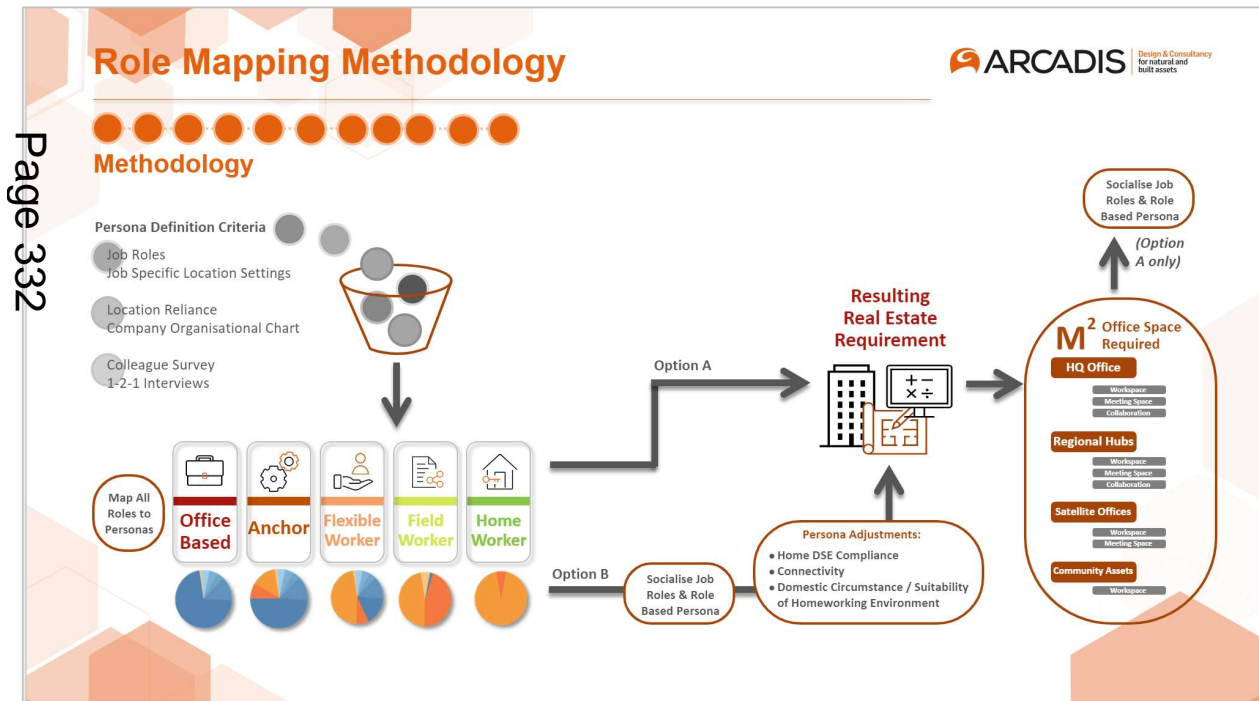
Communication
Giving colleagues the space to communicate, especially when something isn't working for them or within the workspace

Immediate Next Steps

10 **Immediate Next Steps** Arcadis advice on next steps to establish a programme of change.

Immediate Next Steps

This understanding is extremely important in order to support the community of North Somerset Council service users and colleagues and ensure the new Accommodation Strategy is successful and works for the variety of roles within the business.



More details are available in the Role Mapping Methodology Pack

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Appendix B (Approach and Methodology)



North Somerset Council

Council Values



Open, fairer, greener North Somerset

Open

Provide strong community leadership and work transparently with residents, business and partners to deliver their ambition for NS

Fair

Aim to reduce inequalities and promote fairness and opportunity for everyone

Green

Lead their communities to protect and enhance the environment, tackle the climate emergency and drive sustainable development.

Priorities

A Thriving and Sustainable Place

- A great place for people to live, work and visit
- To be a carbon neutral council and area by 2030

A council which empowers and cares about people

- Partnerships which enhance skills, learning and employment opportunities
- A collaborative way of working with partners and families to support children achieve their full potential

An open and enabling organisation

- Empower our staff and encourage continuous improvement and innovation
- Manage our resources and invest wisely
- Embrace new and emerging technology
- Provide professional, efficient and effective services
- Collaborate with partners to deliver the best outcomes

Political affiliation

Members of council

There are 50 seats in total.

- 16 - Independent
- 13 - Conservative
- 11 - Liberal Democrat
- 6 - Labour
- 3 - Green
- 1 - vacancy

Party	2007	2011	2015	2019	Seat change
Conservative	43	42	36	13	↓23
Labour	3	5	3	6	↑3
Liberal Democrat	5	6	4	11	↑7
Independent	6	7	6	13	↑7
Green	1	1	1	3	↑2
Portishead Independents	0	0	0	4	↑4

• A Flourish data visualization

Group leaders

- Independent – Cllr Don Davies, leader of the council
- Conservative – Cllr Nigel Ashton
- Liberal Democrat – Cllr Mike Bell
- Labour – Cllr Catherine Gibbons
- Green – Cllr Bridget Petty

North Somerset Social Values

Rating	High	Medium	Low	Negligible
1	Premises and tenants who can significantly enhance the economy of in terms of job numbers, GDV and sector	Premises and locations which offer a medium to long term strategic opportunity to grow a higher value economy and create jobs	Premises and locations which have limited potential to add value to the wider economy or create and preserve employment	Premises and occupiers which offer no potential or prevent long term economic growth
2	Projects with excellent job creation and retention within the Local Economy	Premises or tenants with the potential for excellent job creation and retention within the Economy	Tenants with the excellent job creation and retention outside of North Somerset	Premises or tenants with no potential or detract from job creation in North Somerset (bad neighbour uses)
3	Premises and tenants that support and enhance the cultural offer of North Somerset and contribute to community values	Premises and tenants that have the potential to support and enhance the cultural offer and contribute to community values	Tenants with a supply chain that promotes culture and vibrant communities outside of North Somerset	Bad neighbour uses that negatively affect communities and adjoining land or premises
4	Premises and Tenants that enable delivery of the Council's service agenda	Premises or tenants that have the potential to contribute to the Council service delivery	Premises or tenants that are part of Council service delivery outside of North Somerset	Premises or tenants that are not connected and have no potential to contribute to service delivery

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Appendix C

(Situational Analysis - *The As-Is* Position)



Current Main Offices and Admin Hubs

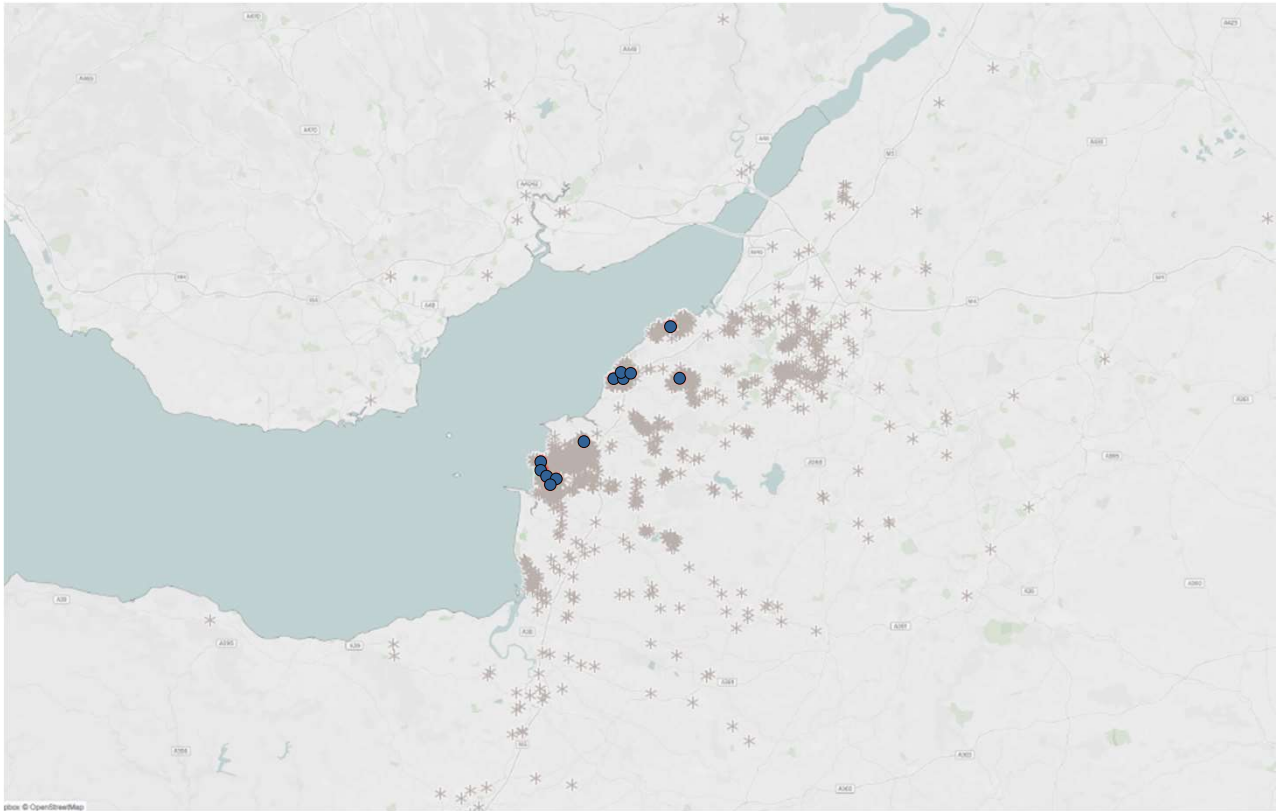
Office	Type	Post Town	Land Area (sqm)	Available Desks
Town Hall	Main Office	Weston-Super-Mare	4893.19	
Castlewood	Main Office	Clevedon	42443.3	
Community Involvement Office (currently closed)	Admin Hub	Nailsea	83.75	
Grove House	Admin Hub	Weston-Super-Mare	303.4	
Grove Park Lodge	Admin Hub	Weston-Super-Mare	134.98	
The Motex Centre (GF Office)	Admin Hub	Weston-Super-Mare	49.22	
The Barn	Admin Hub	Clevedon	244.74	
Central Chambers	Admin Hub	Weston-Super-Mare	500.68	
Salthouse Fields	Admin Hub	Clevedon	22.9	
The Motex Centre (GF Floor, Boardroom/Training Room)	Admin Hub	Weston-Super-Mare	216.88	
Bournville Locality Centre	Admin Hub	Weston-Super-Mare	225.73	
St Barnabas Centre	Admin Hub	Portishead		

Postcode Data



Postcode Data

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Legend for plan – to update

- * - Person
- - Office



Current Layouts



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Town Hall – Ground Floor



Town Hall – Second Floor (New / Old)

WS – 132 / 12 – Total 144

SDWS – 36 (27.3) / 6 (50%) – Total 42 (29.1%)

Agilisys – 24, Adoption West - 2



Castlewood – Ground Floor

WS – 139

SDWS – 40 (28.7%)

Agilisys – 24, Adoption West - 2



Town Hall – First Floor (New / Old)

WS – 224 / 40 – Total 264

SDWS – 64 (28.5%) / 21 (52.5%)
Total – 85 (32.2%)

Police - 3

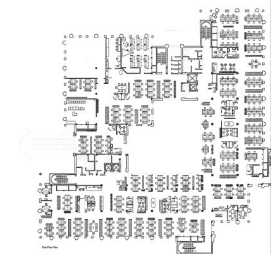


Town Hall – Third Floor

WS – 77

SDWS – 16 (20.7%)

Liberata – 5, Agilisys – 25, Serona 2

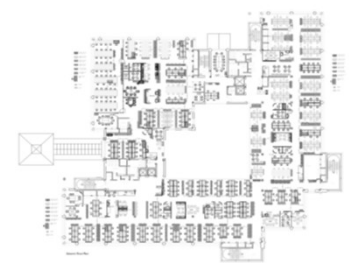


Castlewood – Second Floor

WS – 126

SDWS – 34 (27.0%)

Agilisys – 19, Bath & NES Council – 2,
Liberata - 31



Castlewood – Third Floor

WS – 121

SDWS – 37 (30.6%)

Serona – 43, BNSSG CCG – 3

Totals: NSC – 254, Agilisys – 68, Serona – 45, Liberata – 36, Police, 3, BNSSG CCG – 3, Adoption West – 2, Bath and NEC Council – 2

North Somerset Location Map

- ✓ Weston Super-mare/Town Hall and Clevedon/Castlewood
- ✓ Admin Hubs
- ✓ Public Realm (with drop-in potential)

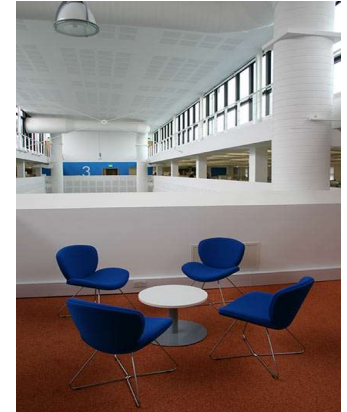
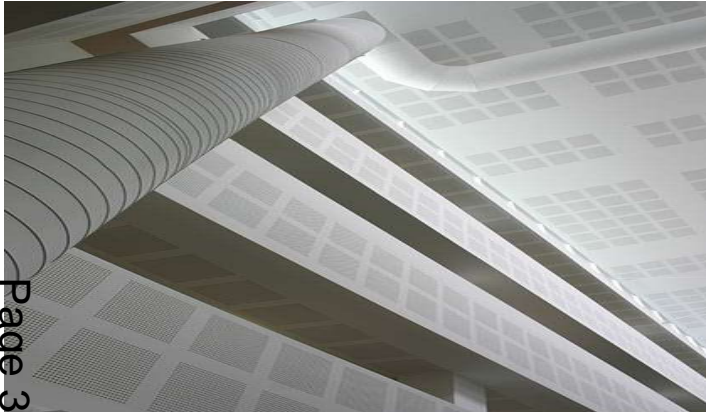
- ✓ Office-based colleagues (home offices)

Desk ratios were changed from 1:1 to 7:10 (based on 1200 staff = 840 workstations).

Town Hall / Castlewood office split
485 / 386

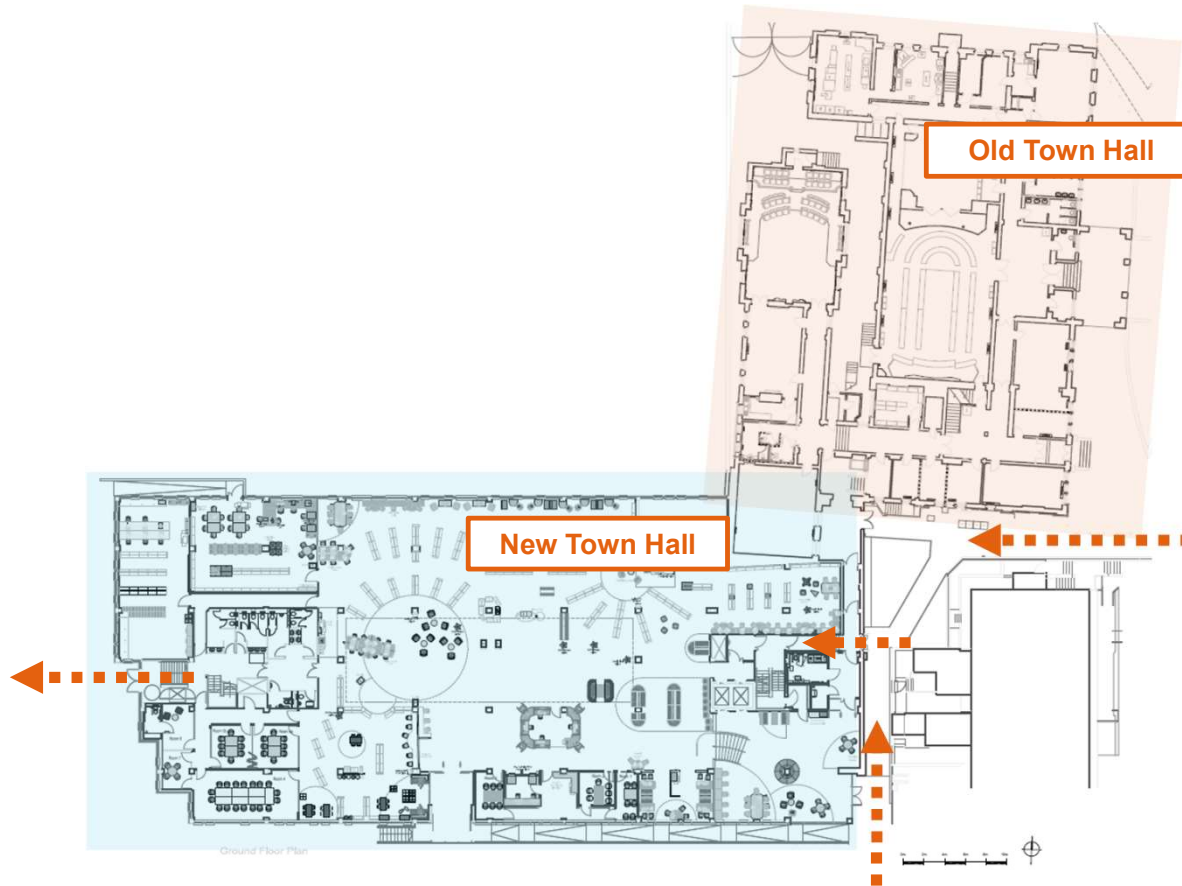
Town Hall Overview

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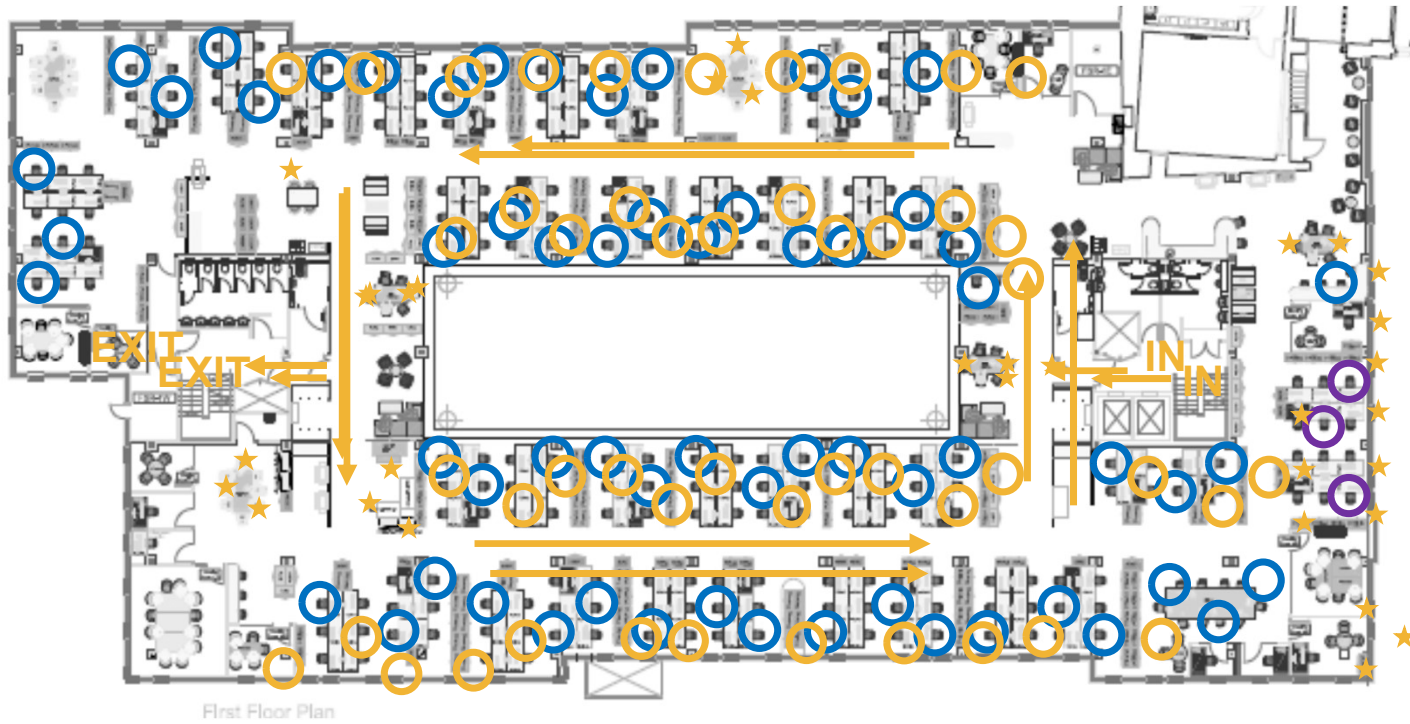
Plan Analysis – Current State Example



Orientation / Adjacency Layouts 1

New Town Hall – First Floor

Number of Desks	Social Distancing Desks	Others
224	64 (28.5%)	Police - 3



Orientation / Adjacency Layouts 2

New Town Hall – Second Floor

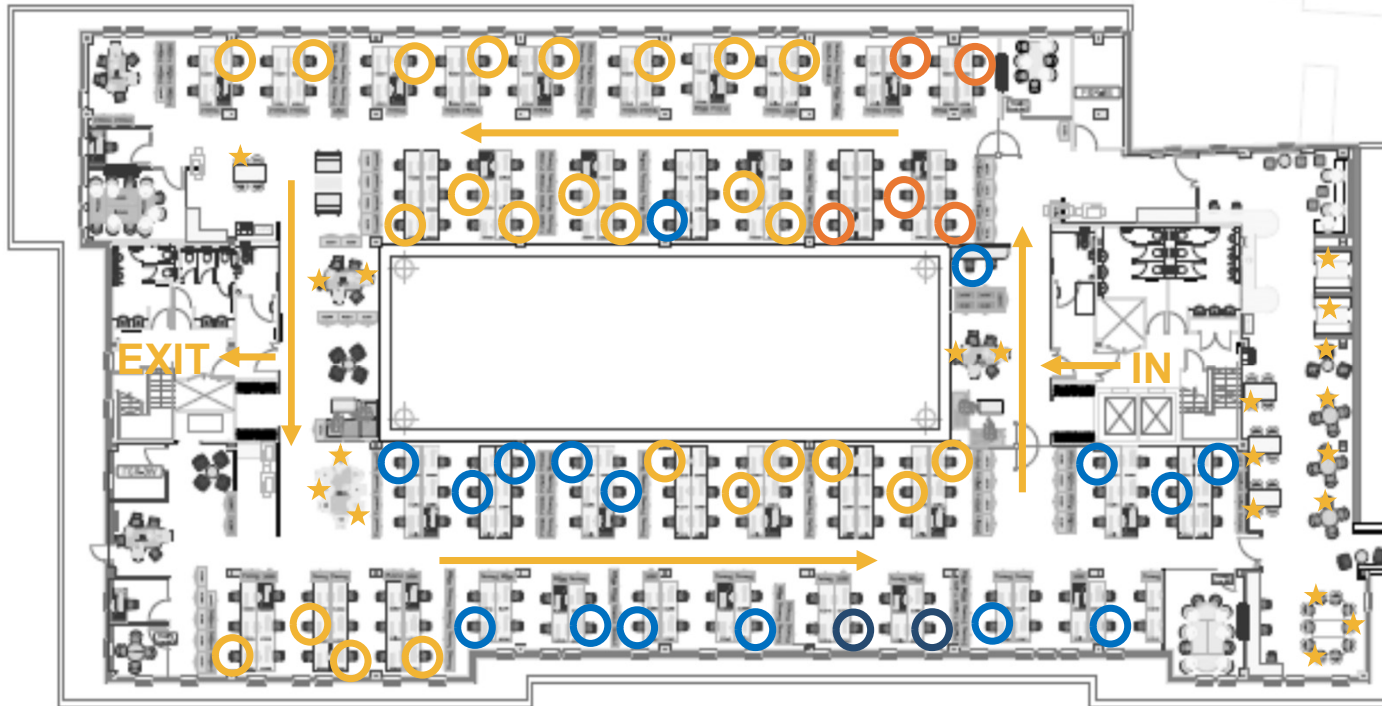
Number of Desks	Social Distancing Desks	Others
132	36 (27.3%)	Agilisys – 24 Adoption West – 2



Orientation / Adjacency Layouts 3

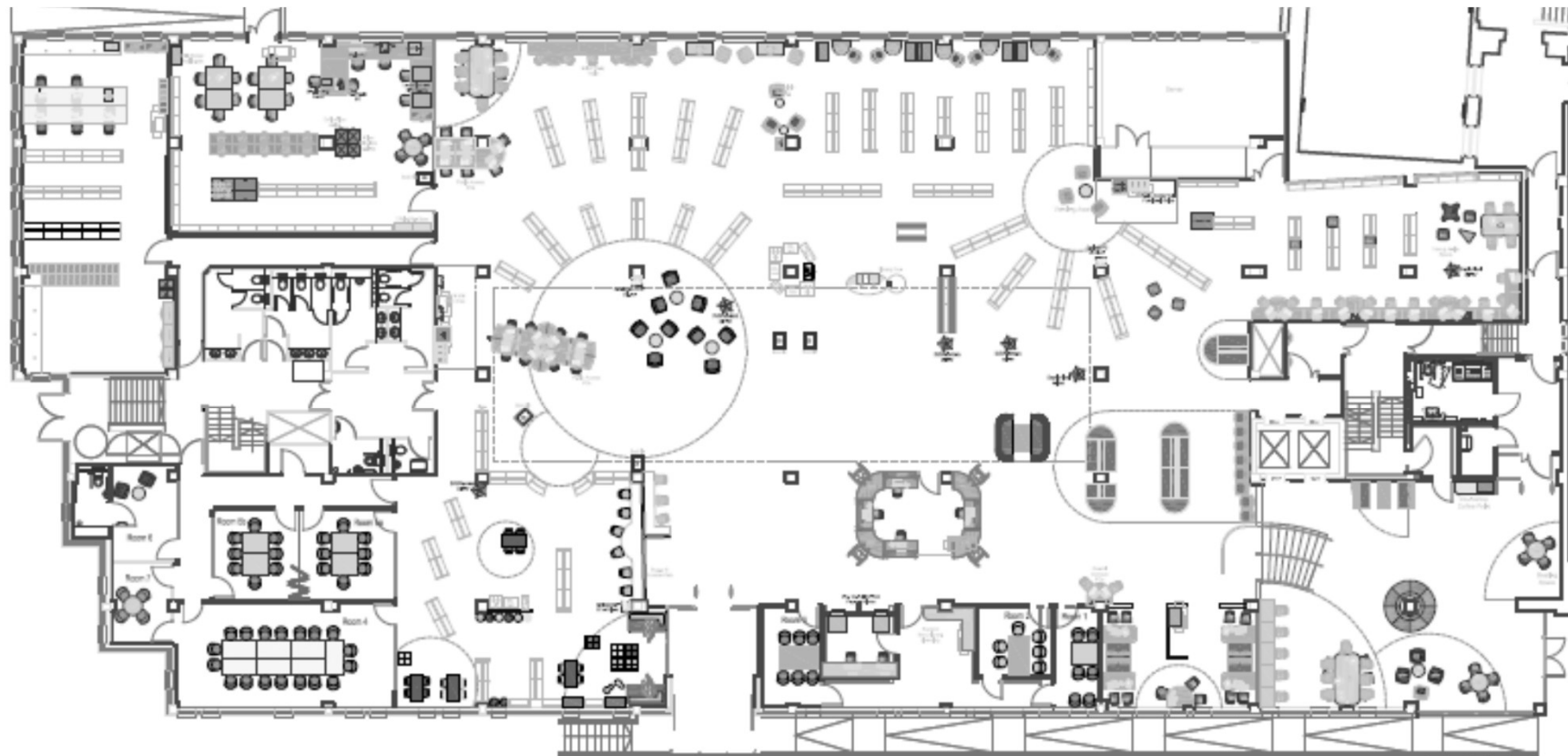
New Town Hall – Third Floor

Number of Desks	Social Distancing Desks	Others
77	16 (20.5%)	Liberata – 5 Agilisys – 25 Serona - 2



Orientation / Adjacency Layouts **G**

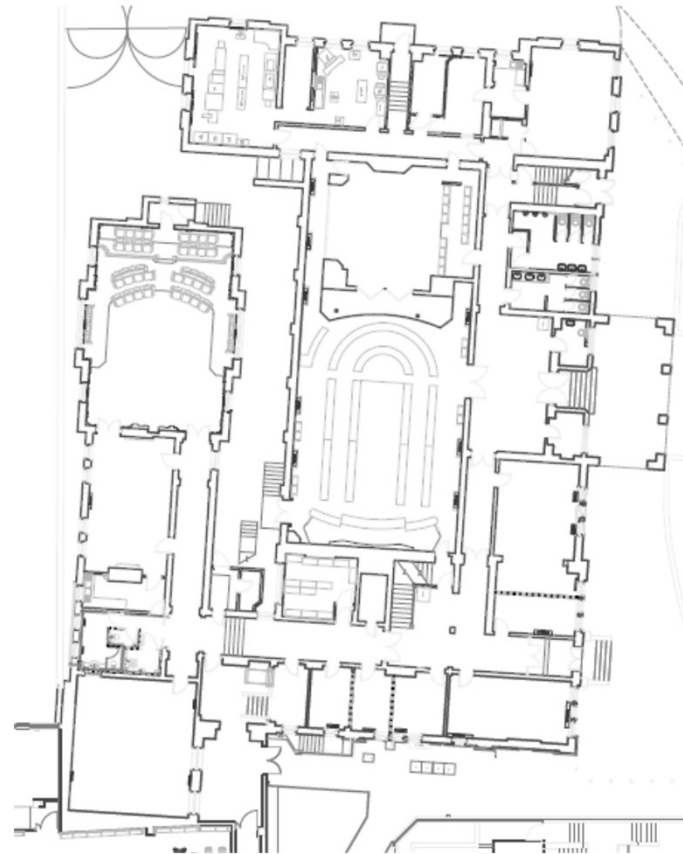
New Town Hall – Ground Floor



Ground Floor Plan

Orientation / Adjacency Layouts **G**

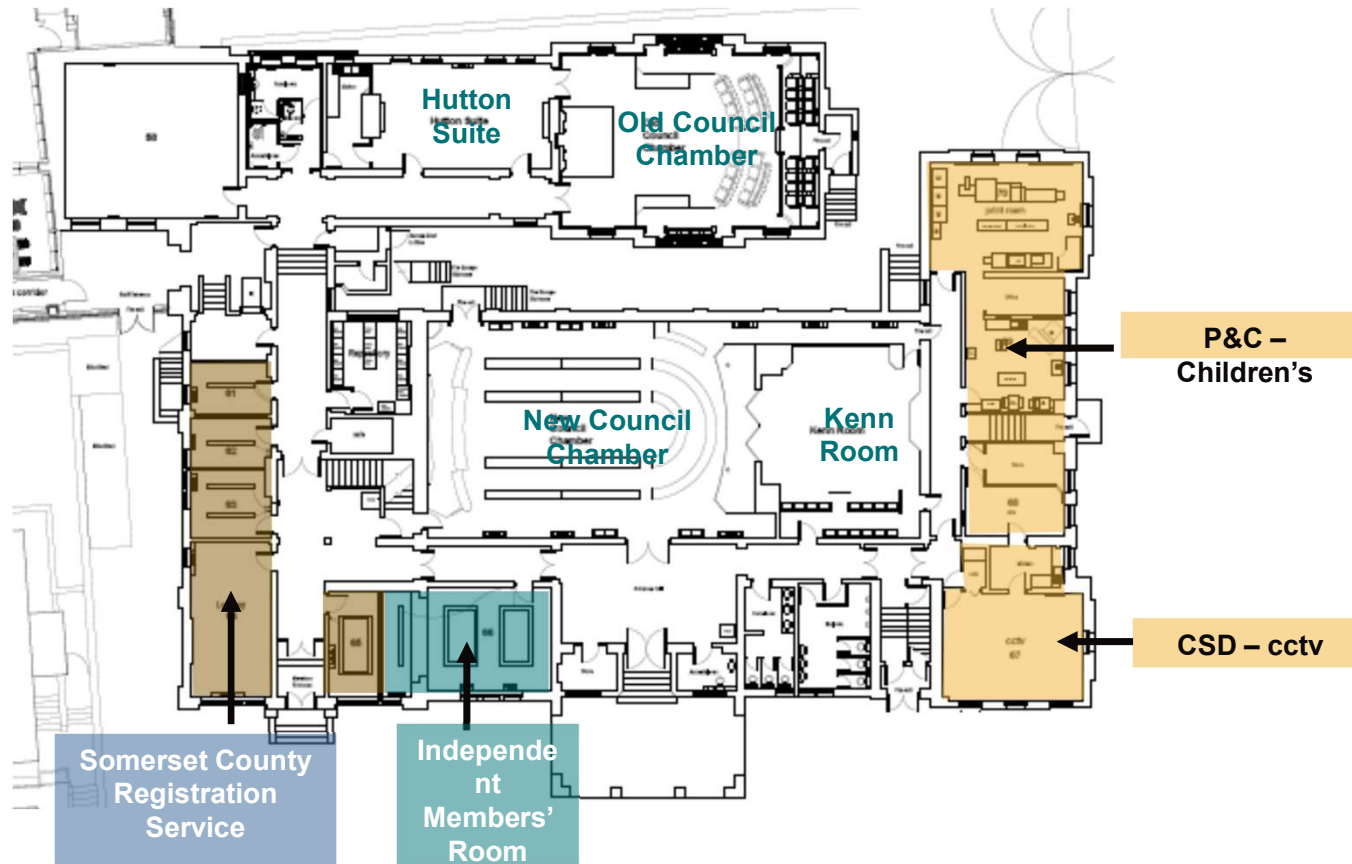
Old Town Hall – Ground Floor



Net GIA of OTH - 1715 sqm

Orientation / Adjacency Layouts **G**

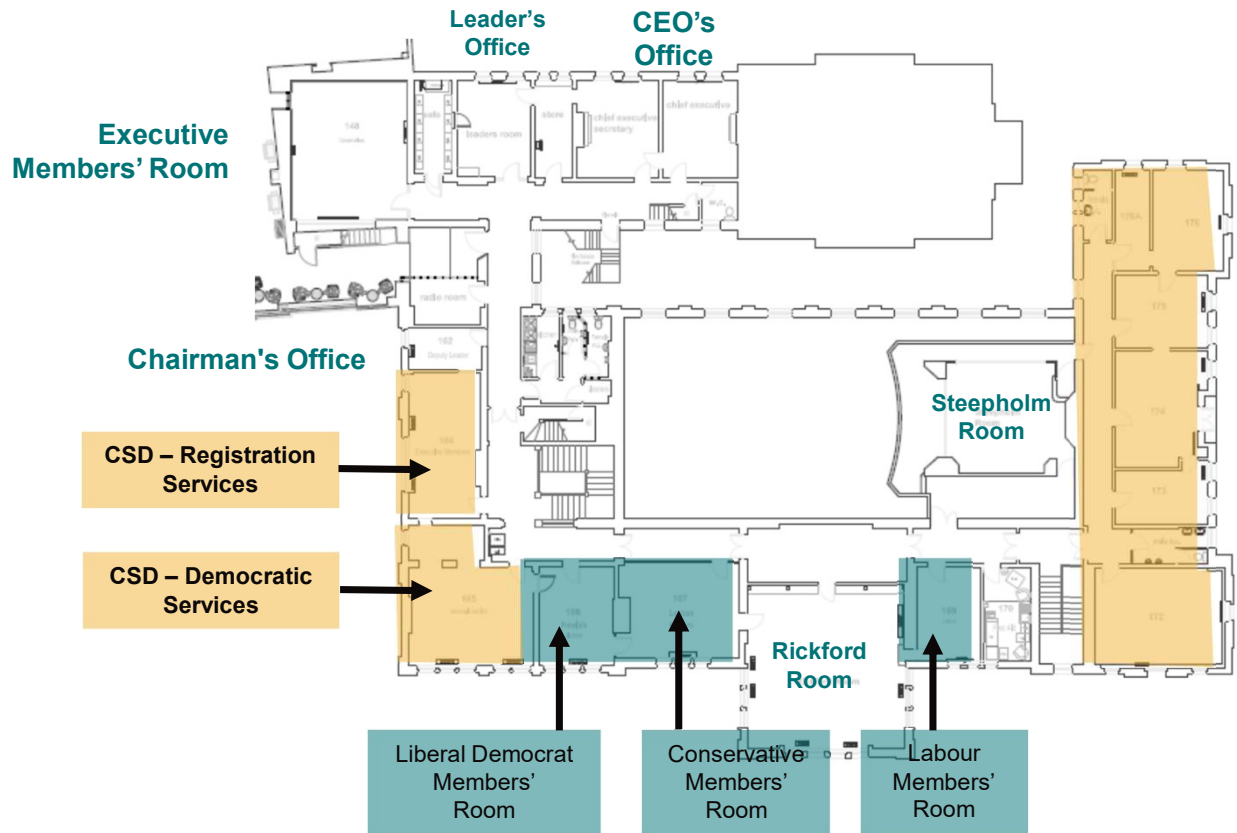
Old Town Hall – Ground Floor



Orientation / Adjacency Layouts G

Old Town Hall – First Floor

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P&C – Children's

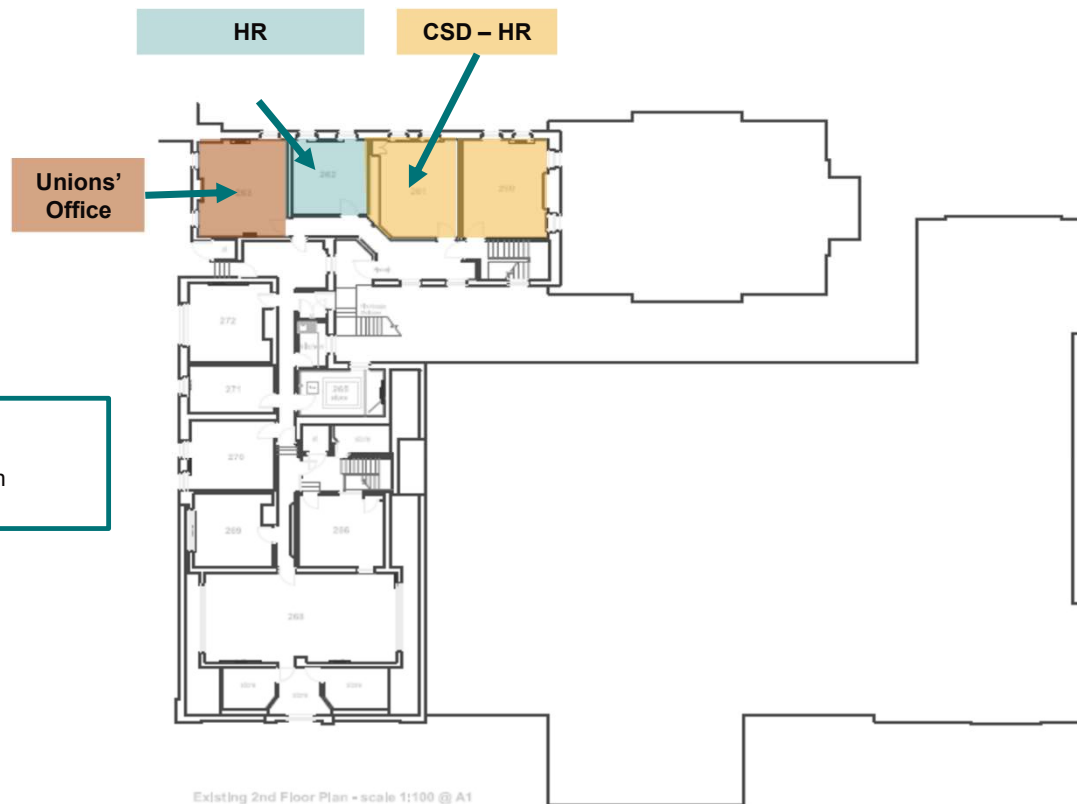
Social distancing

Registration – 2 (out of 6)
 Democratic – 4 (out of 8)
 P&C Children's -15 (out of 26)

Total = 21 (out of 40)

Orientation / Adjacency Layouts 2

Old Town Hall – Second Floor



Clevedon

Internal shots

External Shots

Info about when the fit-out was done

Info about value of asset/lease

Capacity (work-stations & people)

People/FTE to work-station ratio

Space Utilisation Information

Service User Interface (community interface)

Space Plans

SQMs

Covid-19 Secure Social Distance Capacity

Typical attendance

The Council purchased Castlewood on 29th March 2010 as part of an Office Amalgamation Programme to enable it to reduce its building estate from 18 to 2 office buildings.

Castlewood has a Gross Internal Area (GIA) of 8547sq. m and is occupied by Council teams, Sirona Health and Care, CCG, Police, Ambulance, Agilisys, Liberata, Somerset County Council and BANES. 47% of the office space is occupied by NSC teams and 53% by partners.

Estimated value of £8 - £12m. This assumes planning permission will be granted for residential development and that the costs to demolish the existing office/buildings (including remediation) are not unreasonable. This also ignores the possible need to incorporate any non-residential use within a development

Usual desks / Social Distance Desks	2F Zone A – 69 / 23 (33.3%)
GF Zone C – 124 / 33 (26.6%)	2F Zone B – 0 (32 Serona)
GF Business Lounge – 15 / 7 (46.7%)	2F Zone C – 52 / 14 (26.9%) (3 BNSSG CCG, 11
1F Zone A – 11 / 2 (18.2%) (2 Bath & NES Council, Serona)	16 Agilisys)
16 Agilisys)	386 total
1F Zone B – 0 (31 Liberata)	
1F Zone C – 115 / 32 (27.8%) (3 Agilisys)	

The site contains; a staff car park (486 spaces), a visitor car park (34 spaces), a service yard (29 spaces) with 1 rapid electric charge point and 15 fast chargers, 3 floors of office space, 3 passenger and 1 goods lift, service building, generator and fuel storage tank.

Combined Workspaces

	Town Hall		Castlewood		Totals	
	Pre	Post	Pre	Post	Pre	Post
North Somerset Council	475	143	386	111	861	254
Agilisys		49		19		68
Police		3				3
Serona		2		43		45
Liberata		5		31		36
Bath and NES Council				2		2
BNSSG CCG				3		3
Adoption West		2				2
Totals	475	204	386	209	861	413

Castlewood



Castlewood

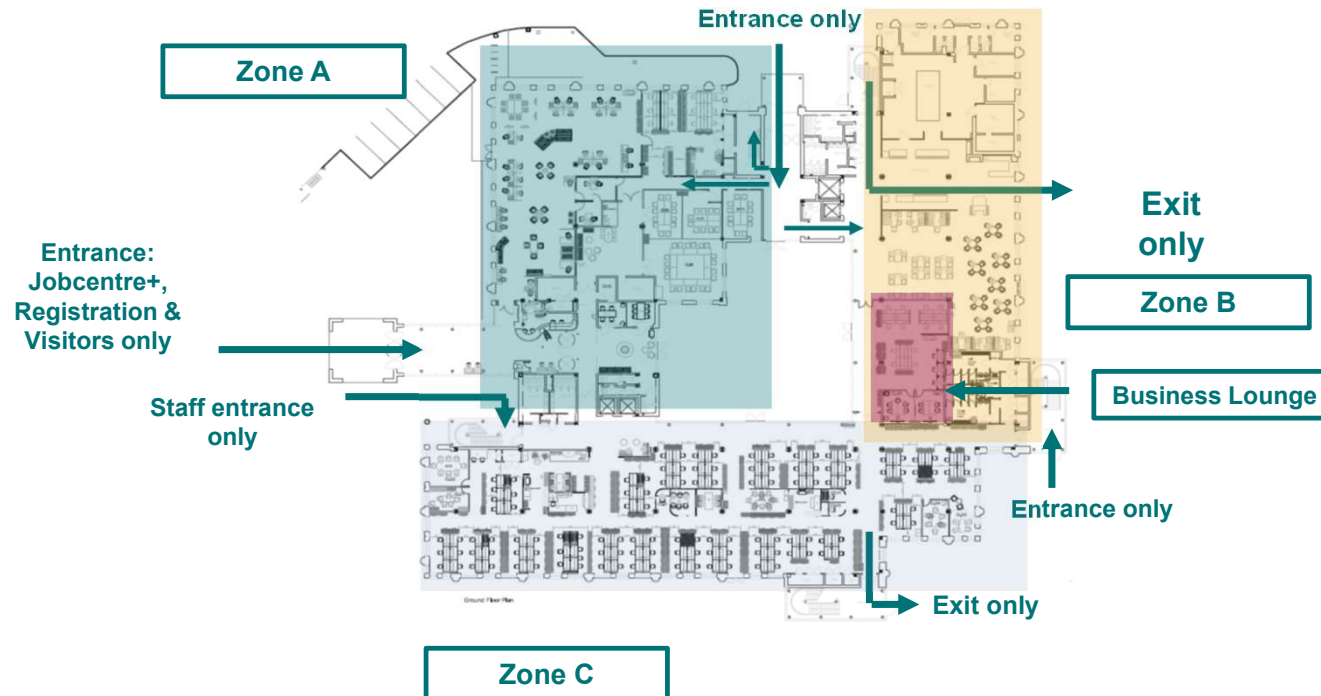
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Castlewood G

Castlewood – Ground Floor

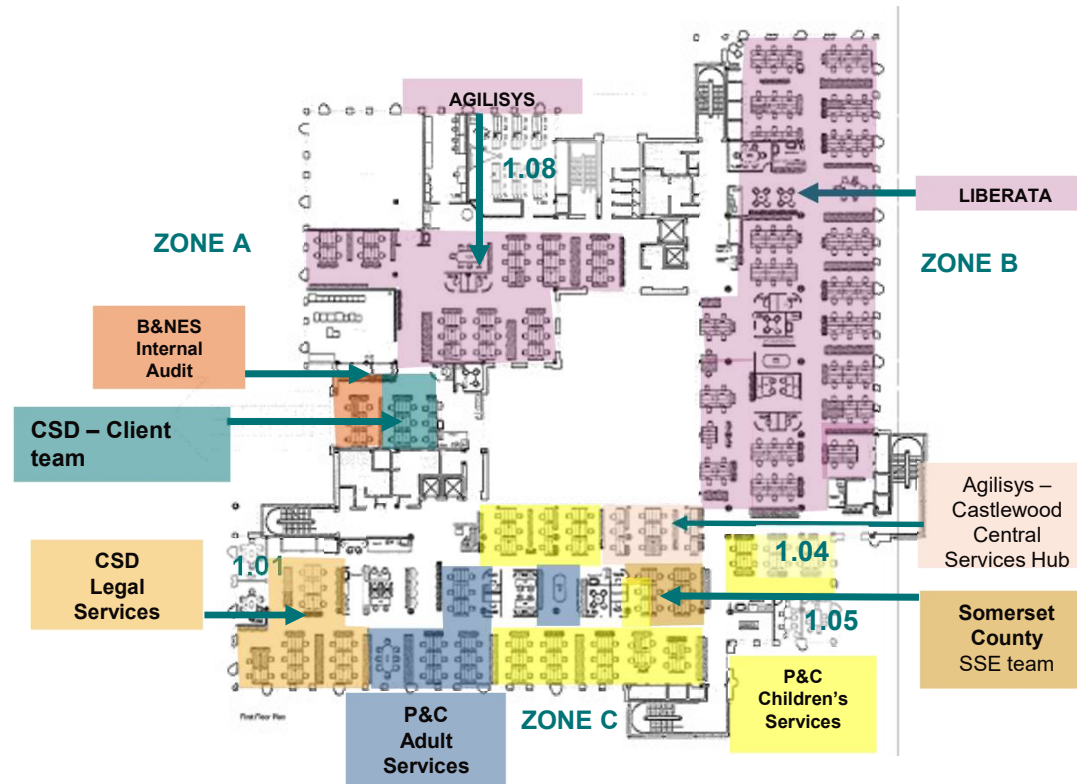
Zone	Number of Desks	Social Distancing Desks	Others
C	124	33 (26.6%)	
Business Lounge	15	7 (46.7%)	



Castlewood 1

Castlewood – First Floor

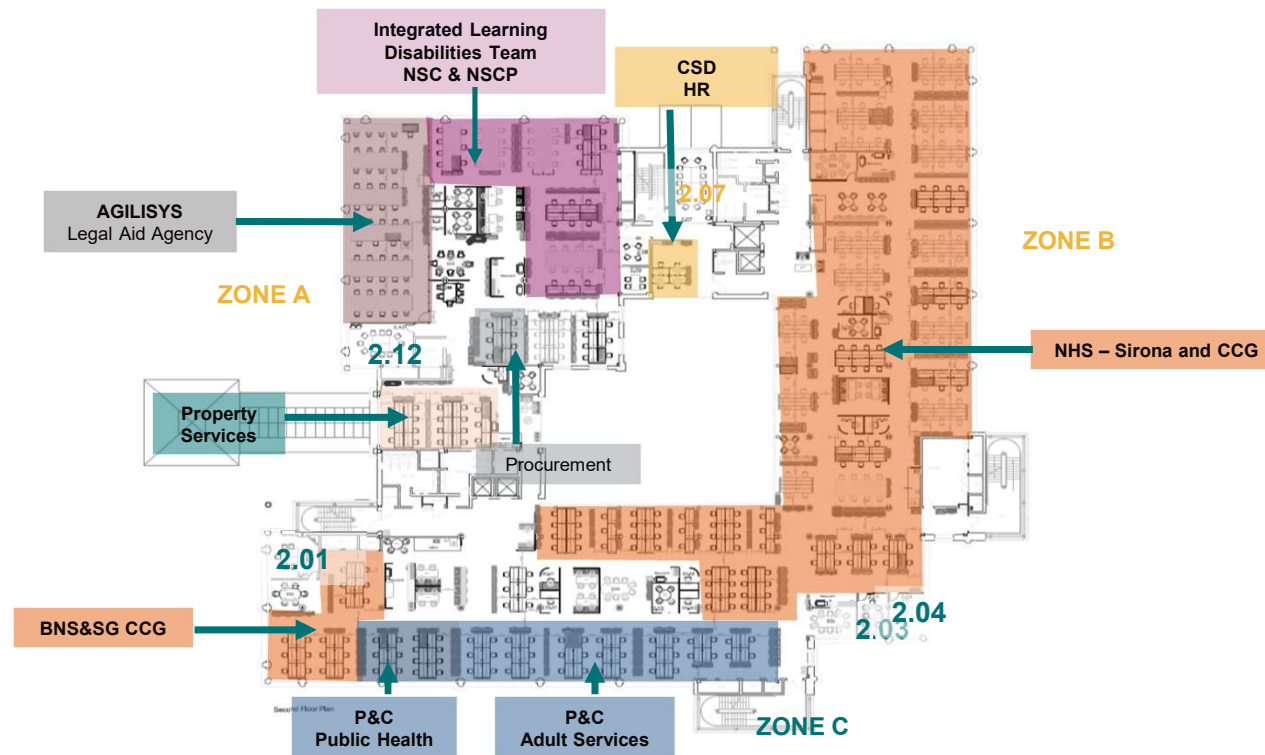
Zone	Number of Desks	Social Distancing Desks	Others
A	11	2 (18.2%)	Agilsys – 16 Bath & NES Council – 2
B	0	0	Liberata – 31
C	115	32 (27.8%)	Agilsys - 3



Castlewood 2

Castlewood – Second Floor

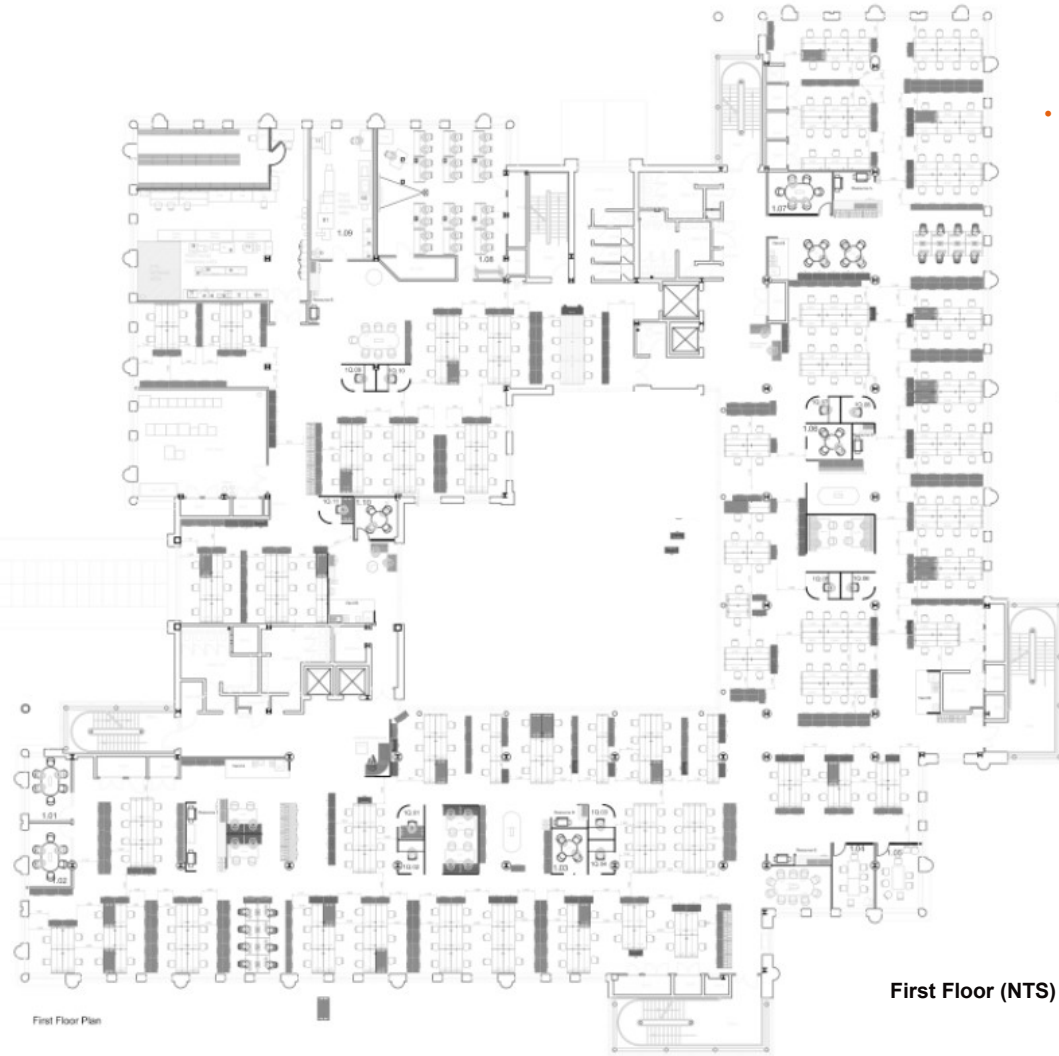
Zone	Number of Desks	Social Distancing Desks	Others
A	69	22 (33.3%)	
B	0	0	Serona – 32
C	52	14 (26.9%)	BNSSG CCG – 3 Serona - 11



Castlewood

Plan Review

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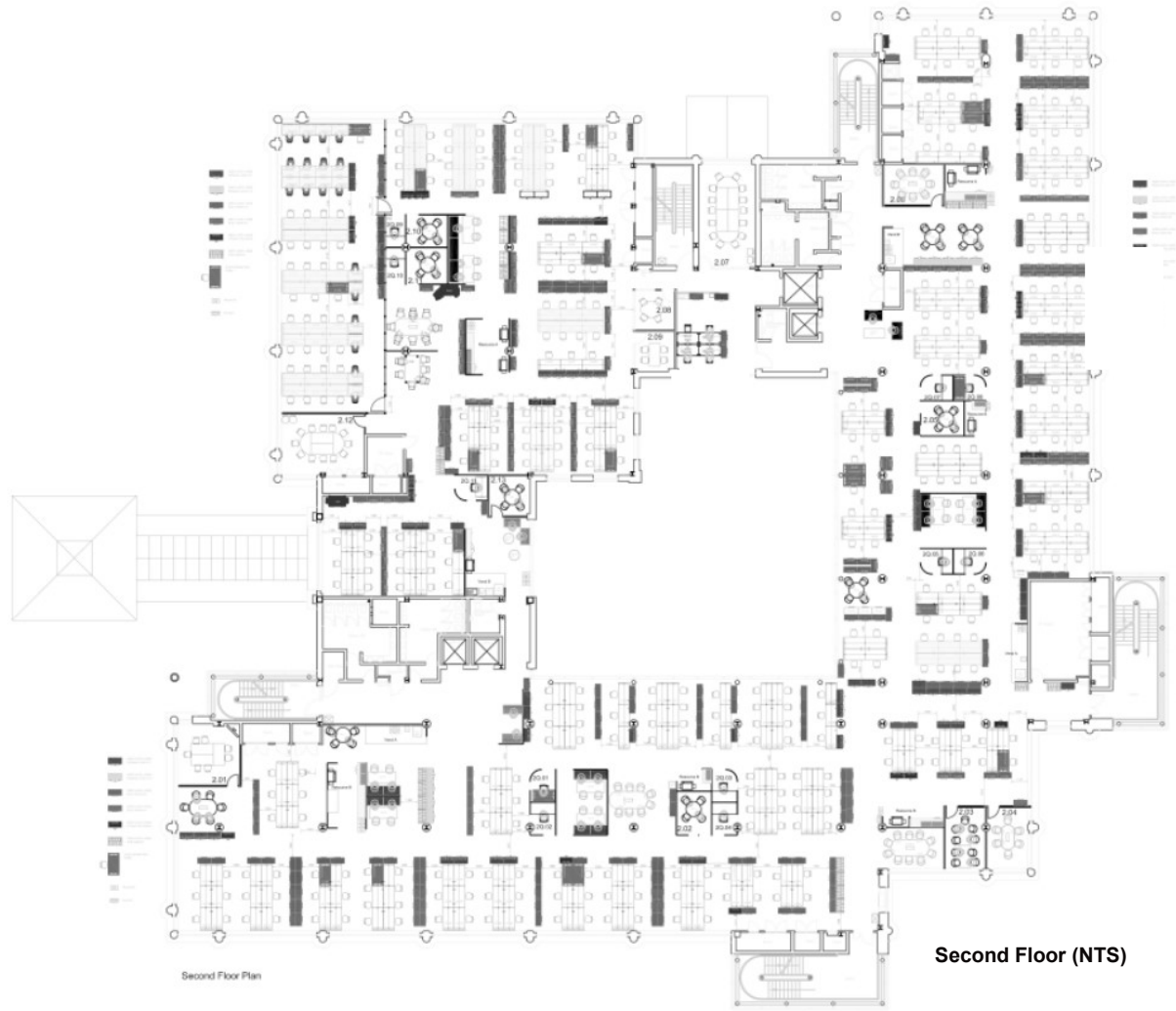


- Public facing environment – best use of space?

Castlewood

Plan Review

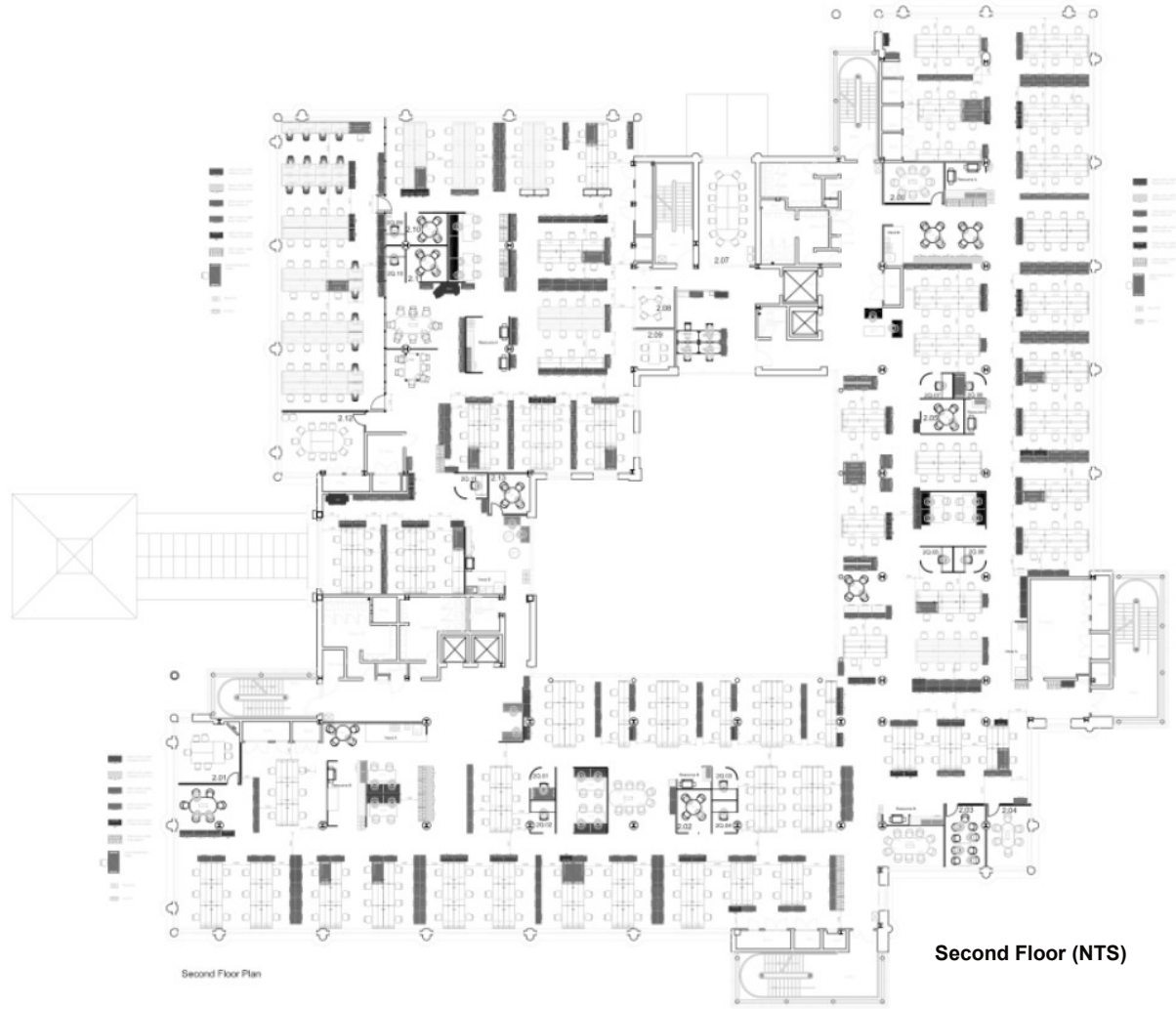
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TOWN HALL

Plan Review

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Second Floor Plan

Second Floor (NTS)



Role by Location



Community Worker

Need for:
Check in points with Team
Technology

Field Worker

Need for:
Check in points with Team
Technology

Drop-Down Local Office Hub

Need for:
Drop-Down areas in Local Hubs
Technology to allow a booking of rooms

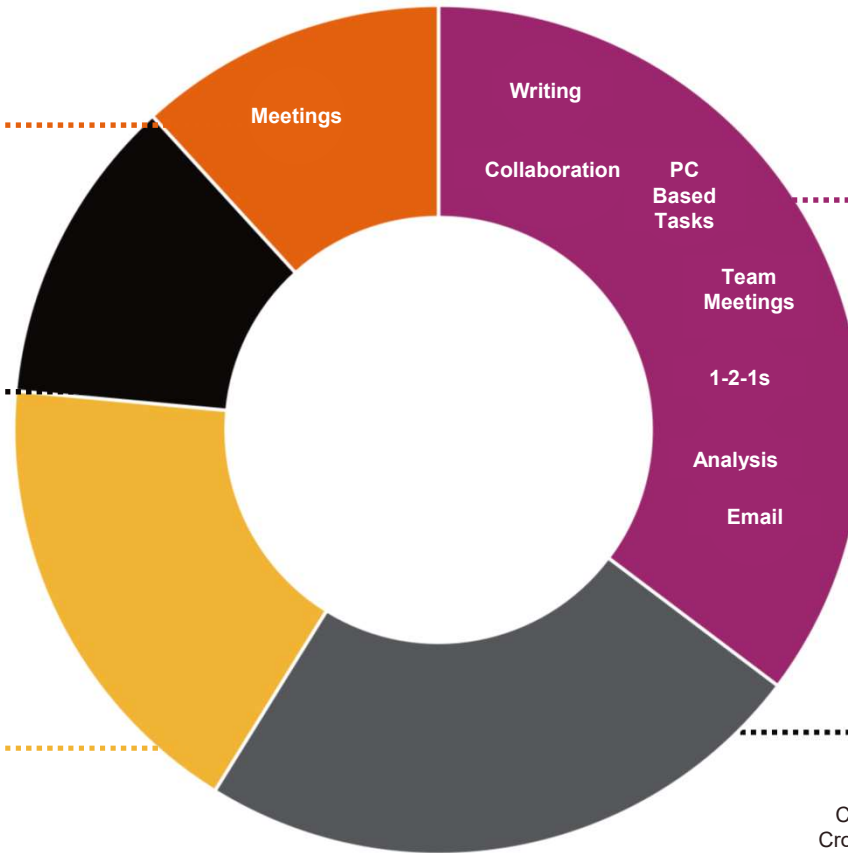
Office Based

Need for:
COVID-Secure Environment
Collaboration
Meeting
Cross-Location meetings

Home Worker

Need for:
Team Collab areas
COVID-Safe environment
Cross-Location Technology

Need for:
Robust home worker plan
Isolation prevention plans





Castlewood | Overview

Services which operate out of Castlewood include:

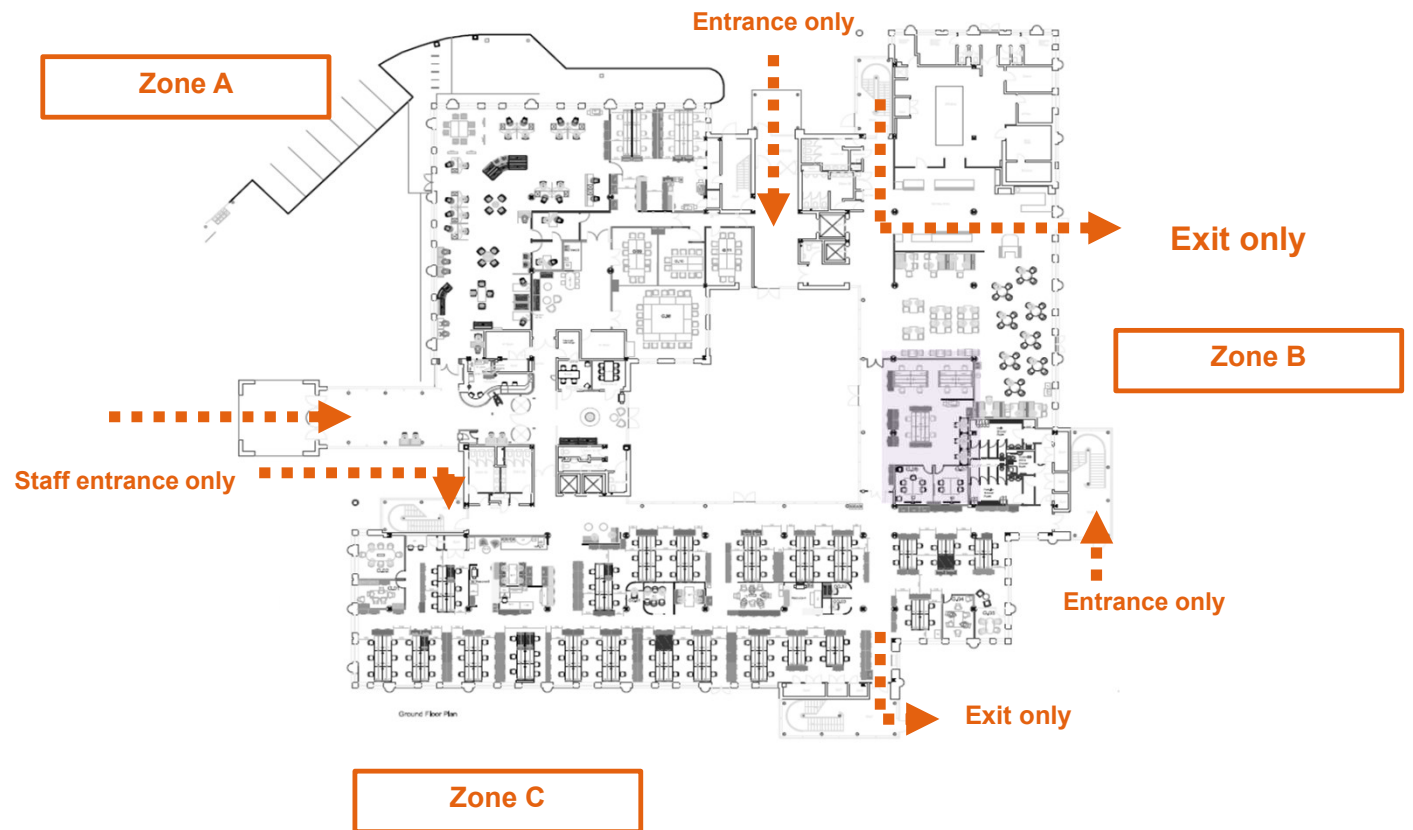
- Job Centre +
- B&NES Internal Audit
- P&C Adult / Children's Services

• CSD Legal Services

• Agilisys

• Liberta

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Appendix C
(Transformation Map – *How do we get there?*)



Comparison of what office fits outs can look like

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£40sqft

Subject £40 sq ft

Features Suspended ceiling, flooring, glazed partitioning and lighting
Ex furniture and AV

£50sqft

Subject £50 sq ft

Feature Suspended ceiling, flooring, glazed partitioning and lighting, some bespoke joinery and planting
Ex furniture and AV

£60sqft

Subject £60 sq ft

Features Exposed and suspended ceiling, feature ceiling tratts, wall features, some feature lighting, some bespoke joinery
Ex furniture and AV

£60sqft

Subject £60 sq ft

Subject Exposed and suspended ceiling, feature ceiling tratts, wall features, some feature lighting, bespoke joinery
Ex furniture and AV

Comparison of what office fits outs can look like

£60-70sqft

£70sqft

Subject £70

Feature Exposed services, acoustic rafts, high spec partitioning, feature walls, upgraded floor finishes, feature ceiling rafts and feature acoustics, wall features, bespoke joinery

Ex furniture and AV

£80sqft

Subject £80

Subject Exposed services, acoustic rafts, high spec partitioning, feature walls, upgraded floor finishes, feature ceiling rafts and feature acoustics, wall features, cattle partitioning, expensive floor finishes Includes living and moss walls, Bespoke furniture Exclude AV and furniture

£90sqft

Comparison of what a £40sqft CAT B office fit out looks like

Subject	£40 q ft
Features	Suspended ceiling, flooring, glazed partitioning and lighting Ex furniture and AV



Comparison of what a £50sqft CAT B office fit out looks like

Subject	£50 sq ft
Feature	Suspended ceiling, flooring, glazed partitioning and lighting, some bespoke joinery and planting
	Ex furniture and AV



Comparison of what a £60sqft CAT B office fit out looks like

Subject	£60 sq ft
Features	Exposed and suspended ceiling, feature ceiling rafts, wall features, some feature lighting, some bespoke joinery Ex furniture and AV



Comparison of what a £60sqft CAT B office fit out looks like

Subject	£60 sq ft
Subject	Exposed and suspended ceiling, feature ceiling rafts, wall features, some feature lighting, bespoke joinery
	Ex furniture and AV

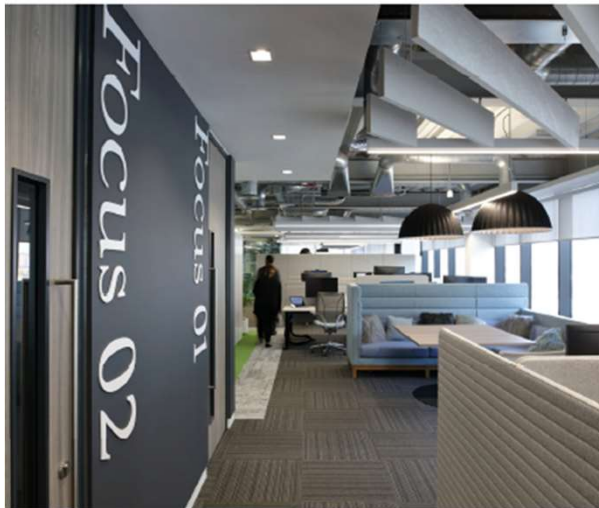


Comparison of what a £60-70sqft CAT B office fit out looks like



Comparison of what a £70sqft CAT B office fit out looks like

Subject	£70
Feature	Exposed services, , acoustic rafts, high spec partitioning, feature walls, upgraded floor finishes, feature ceiling rafts and feature acoustics, wall features, bespoke joinery
	Ex furniture and AV



Comparison of what a £80sqft CAT B office fit out looks like

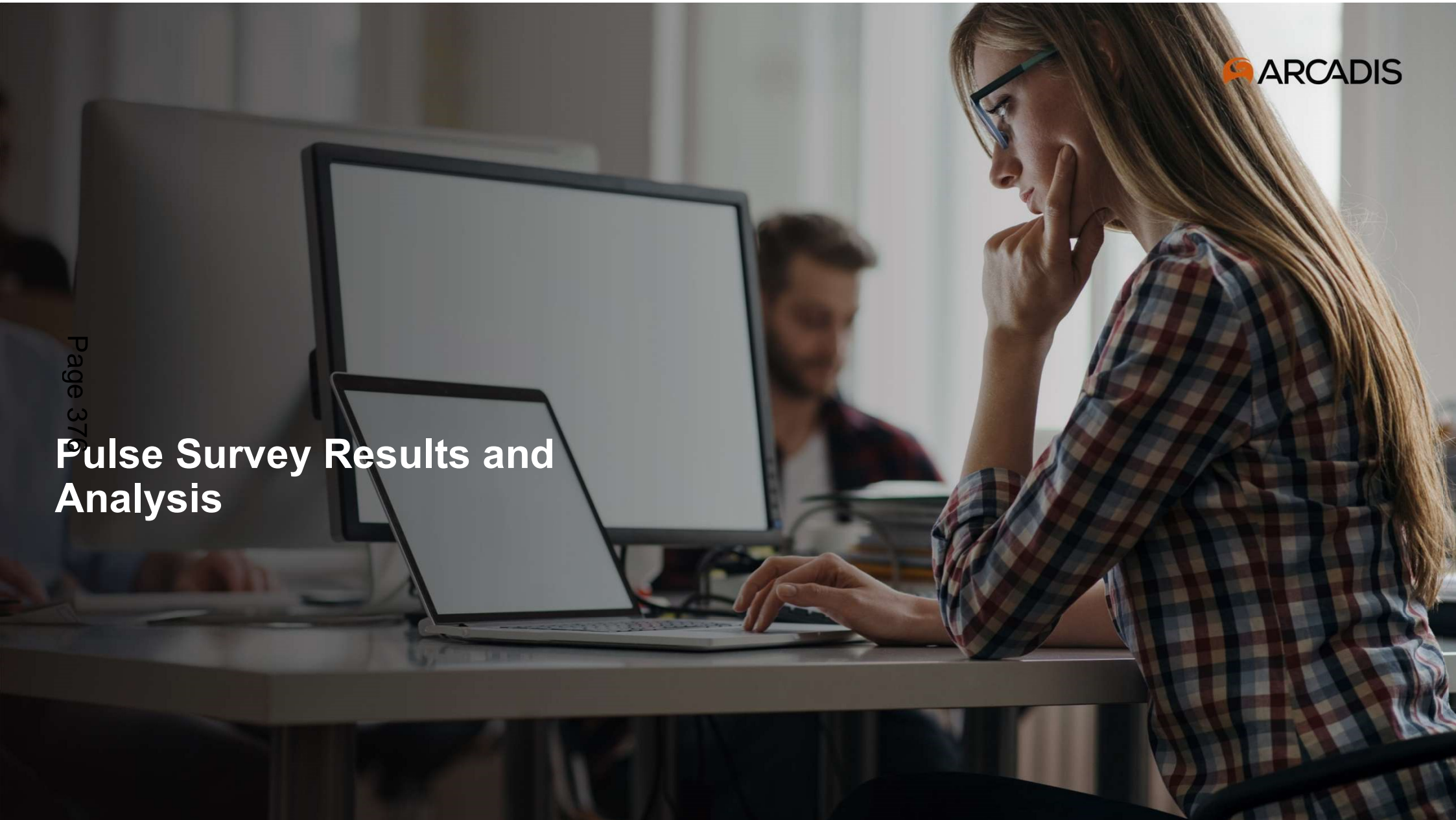
Subject	£80
Subject	Exposed services, acoustic rafts, high spec partitioning, feature walls, upgraded floor finishes, feature ceiling rafts and feature acoustics, wall features, crittle partitioning, expensive floor finishes includes living and moss walls, bespoke furniture Excludes AV and furniture



Comparison of what a £90sqft CAT B office fit out looks like



Pulse Survey Results and Analysis



Pulse 1

731 Responses (57% response rate)

Pulse 2

735 Responses (57% response rate)

228 responses – CSD (73%)

172 responses – D&E (55%)

335 responses – P&C (50%)

**Pulse Survey 2
Results**

Working Away from the Office

During lockdown - 373 people can do all their work away from office

Now – 382 people can do all their work away from office

More people feel that they can do all their work away from office

During lockdown – 270 people can do most of their work away from office

Now – 286 people can do most of their work away from office

More people feel that they can do most of their work away from an office.

During lockdown – 58 people can do some of their work away from office

Now – 44 people can do some of their work away from office

Less people feel that they can do some of their work away from an office.

During lockdown – 22 people can't do most of their work away from office

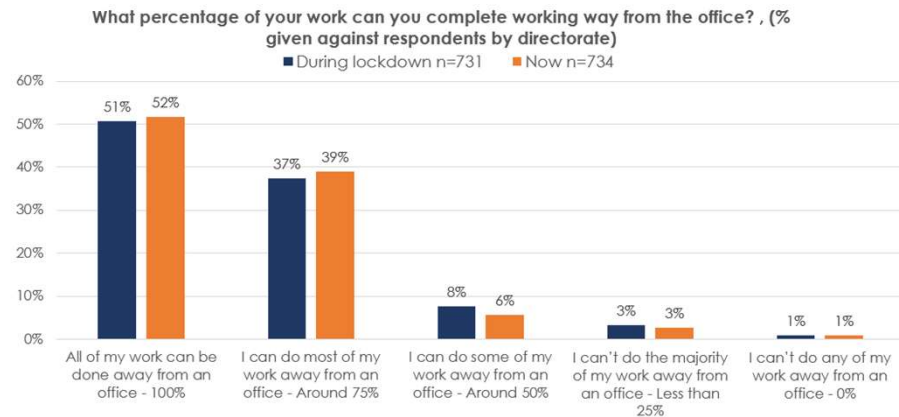
Now – 22 people can't do most of their work away from office

The same number of people feel that they can't do most of their work away from an office.

During lockdown – 7 people can't do any of their work away from office

Now – 7 people can't do any of their work away from office

The same number of people feel that they can't do most of their work away from an office.



Working Away from the Office

During Lockdown:

731 people completed the survey for "During Lockdown"

7 people in the office (5 days a week)	374 people at home (5 days a week)
270 people in the office (1 days a week)	270 people at home (4 days a week)
58 people in the office (2.5 days a week)	58 people at home (2.5 days a week)
22 people in the office (4 days a week)	22 people at home (1 days a week)

77 people in the office at any 1 time → **48.8%**

Now:

734 people completed the survey for "Now [Post Lockdown]"

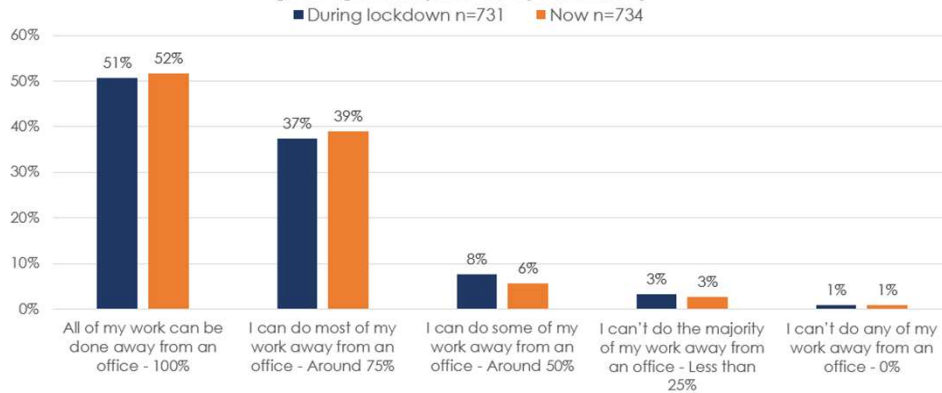
7 people in the office (5 days a week)	381 people at home (5 days a week)
286 people in the office (1 days a week)	286 people at home (4 days a week)
44 people in the office (2.5 days a week)	44 people at home (2.5 days a week)
22 people in the office (4 days a week)	22 people at home (1 days a week)

359 people in the office at any 1 time → **49%**

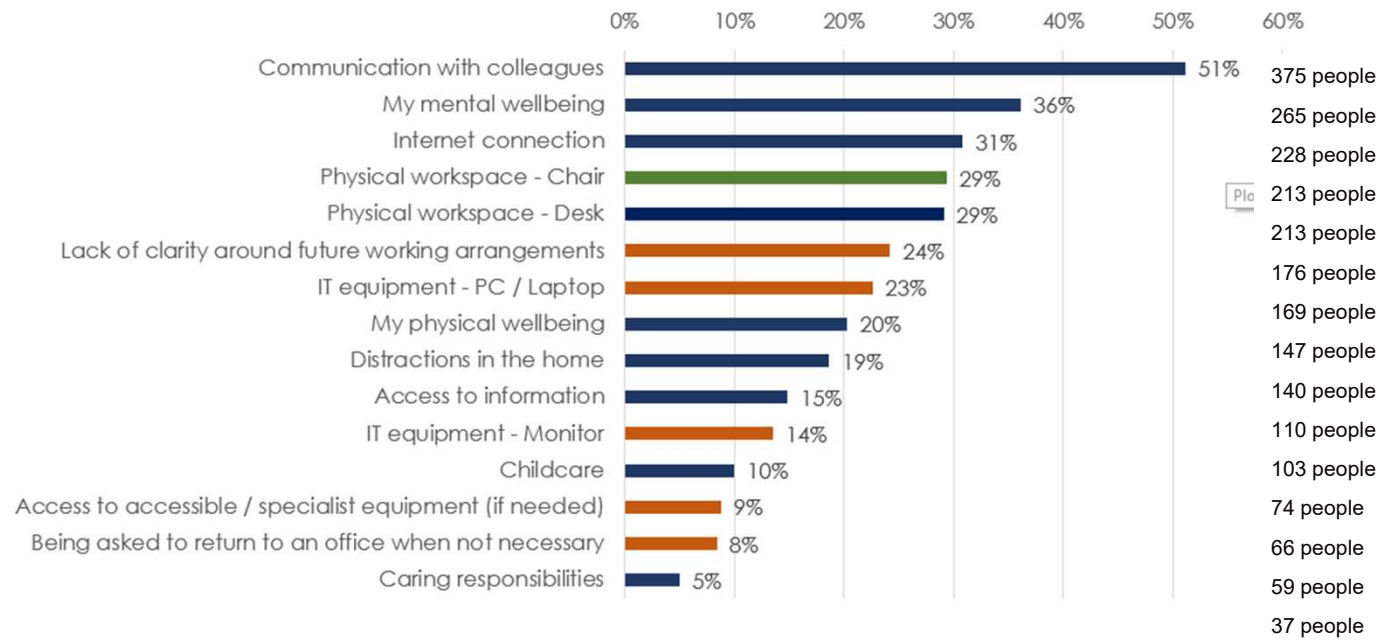
108 people → **15%**
Even out of the 4 days and 1 days

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What percentage of your work can you complete working way from the office? , (% given against respondents by directorate)



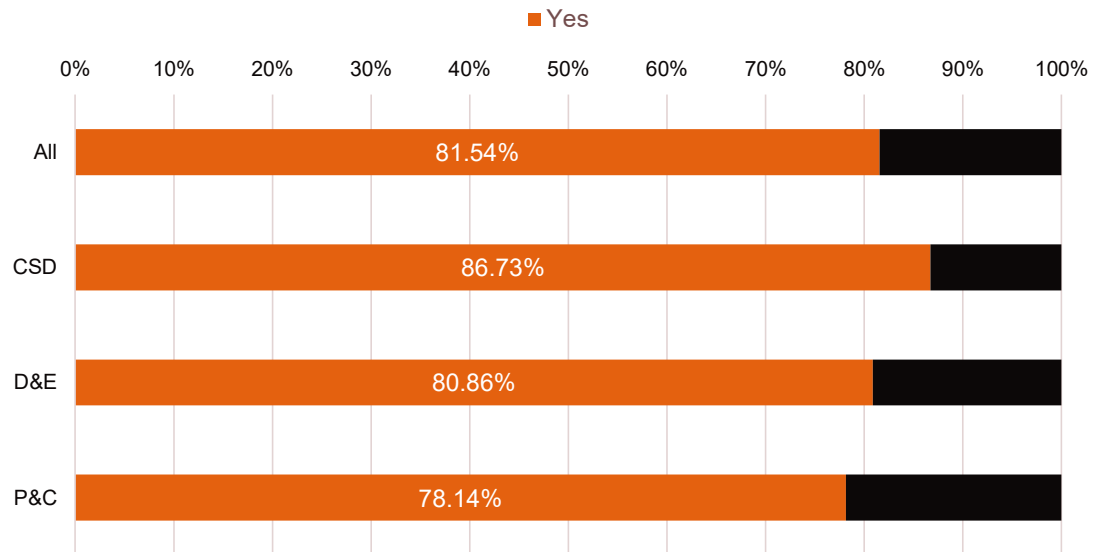
What are the current challenges you are finding when working away from an office? (all, % against all respondents)



Do you feel set up to work away from the office?

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Do you feel you are well set up to work away from an office?
 (% given against respondents by directorate)



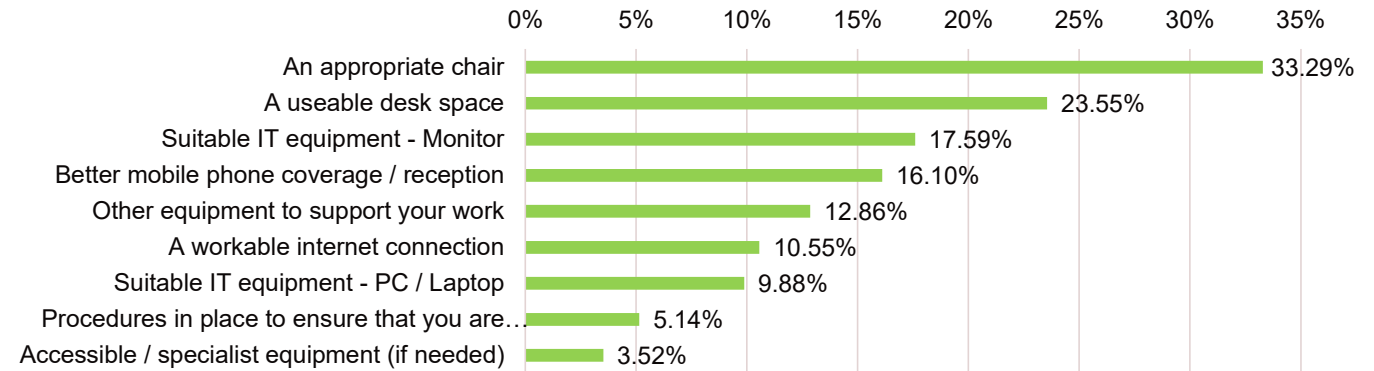
Pulse Two (735 responses)

600 people feel set up to work away from the office, therefore 135 people feel they are not

What do you need that you currently don't have?

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What is needed (all, n=733)

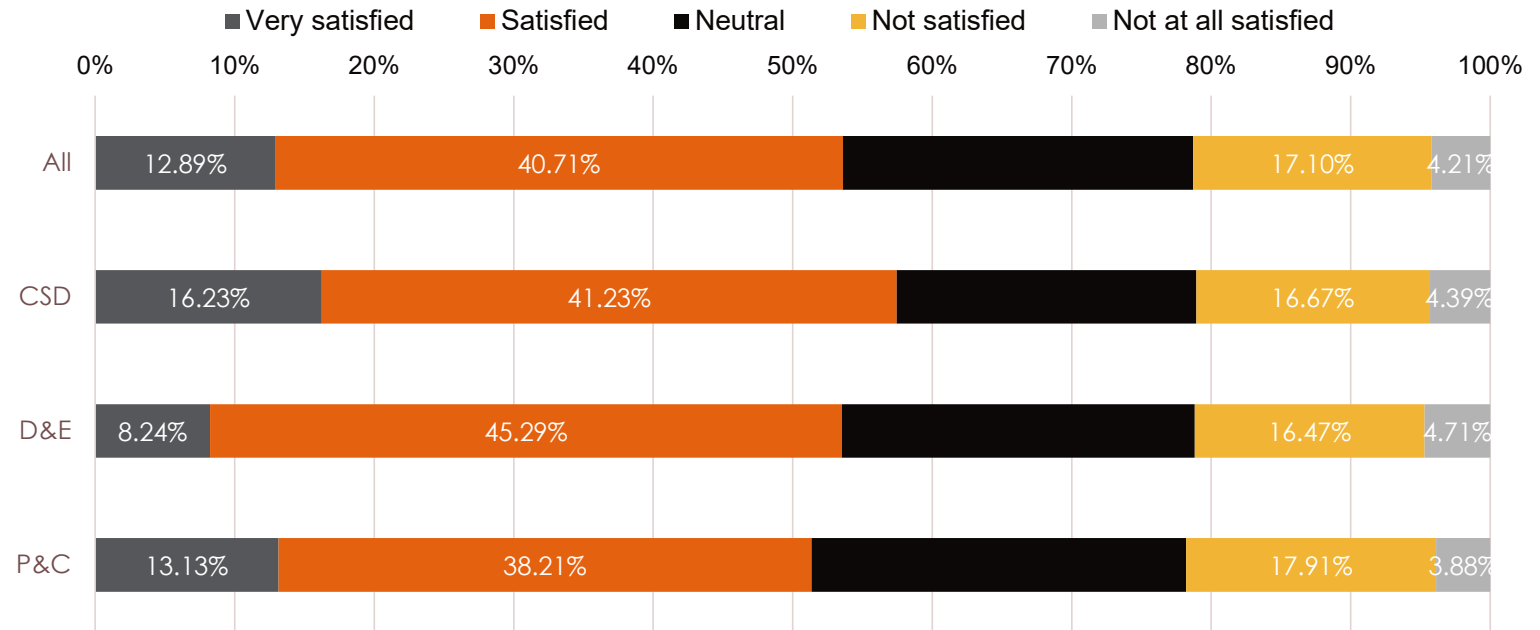


	Responses	Whole staff base <i>how many we might need?</i>
An appropriate chair	246	352
A useable desk space	174	249
Suitable IT equipment - Monitor	130	186
Better mobile phone coverage / reception	119	170
Other equipment to support your work	95	136
A workable internet connection	78	112
Suitable IT equipment - PC / Laptop	72	103
Procedures in place to ensure that you are complying with information security	38	54
Accessible / specialist equipment (if needed)	26	37

How have you found your recent experience?

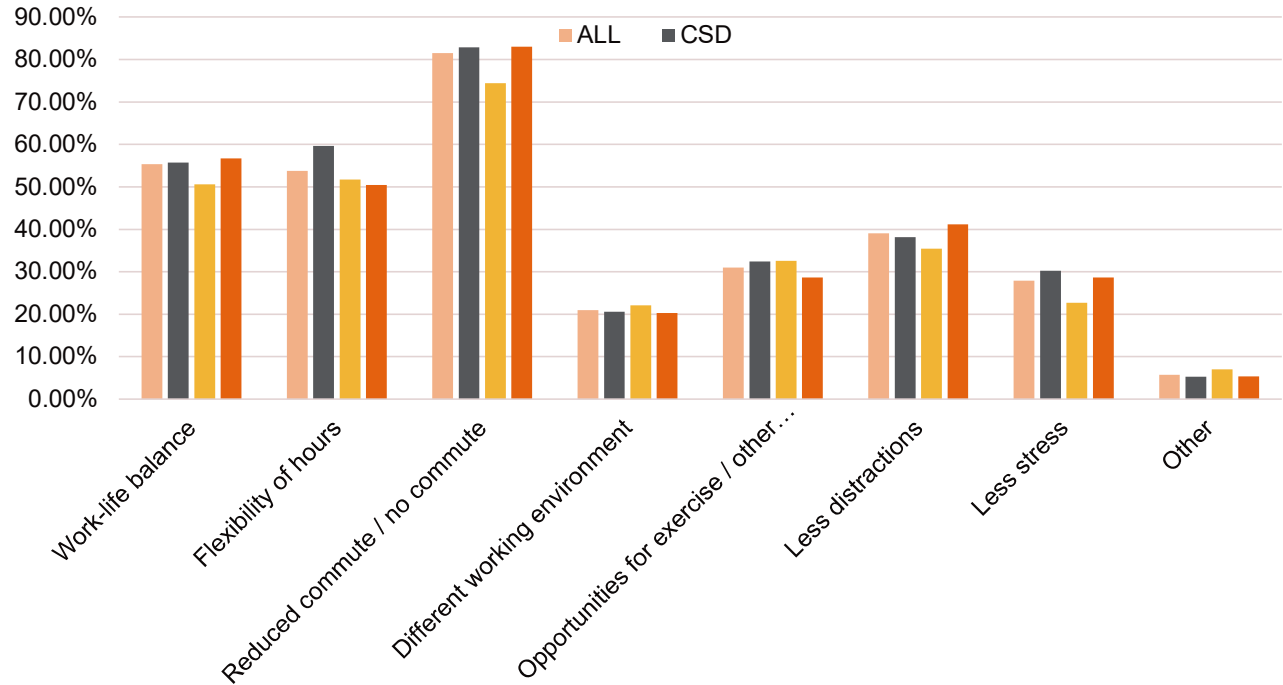
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Satisfaction with recent IT experience
(n= 737, % given against respondents by directorate)



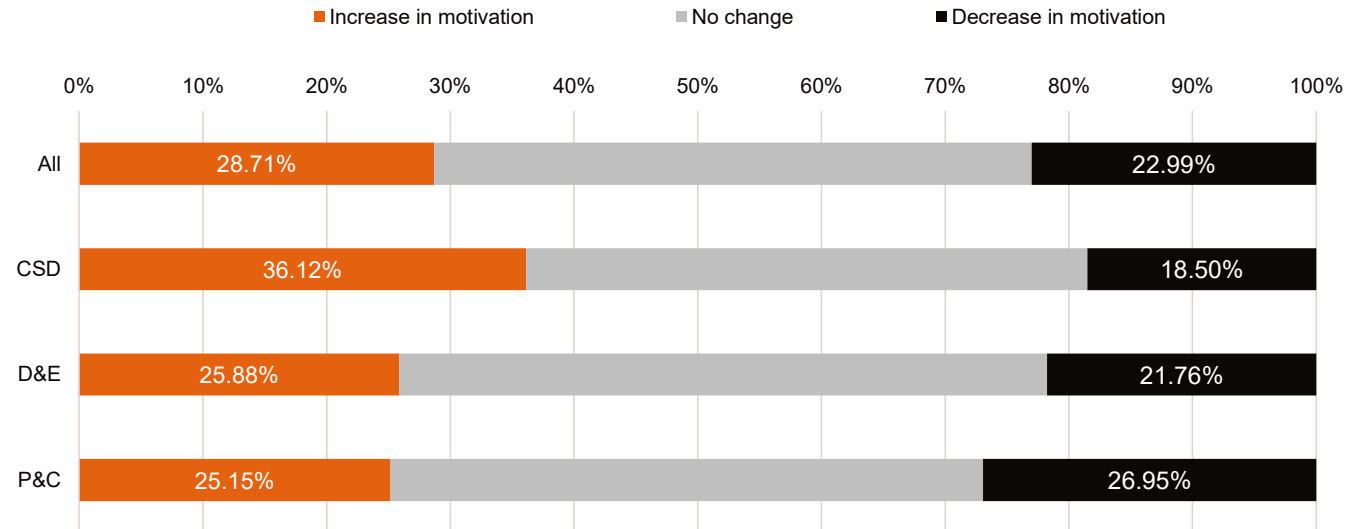
Page 384
 Benefits of working away from the office

What has benefited you when working away from an office?
 (n=735, % given by all respondents across directorates)

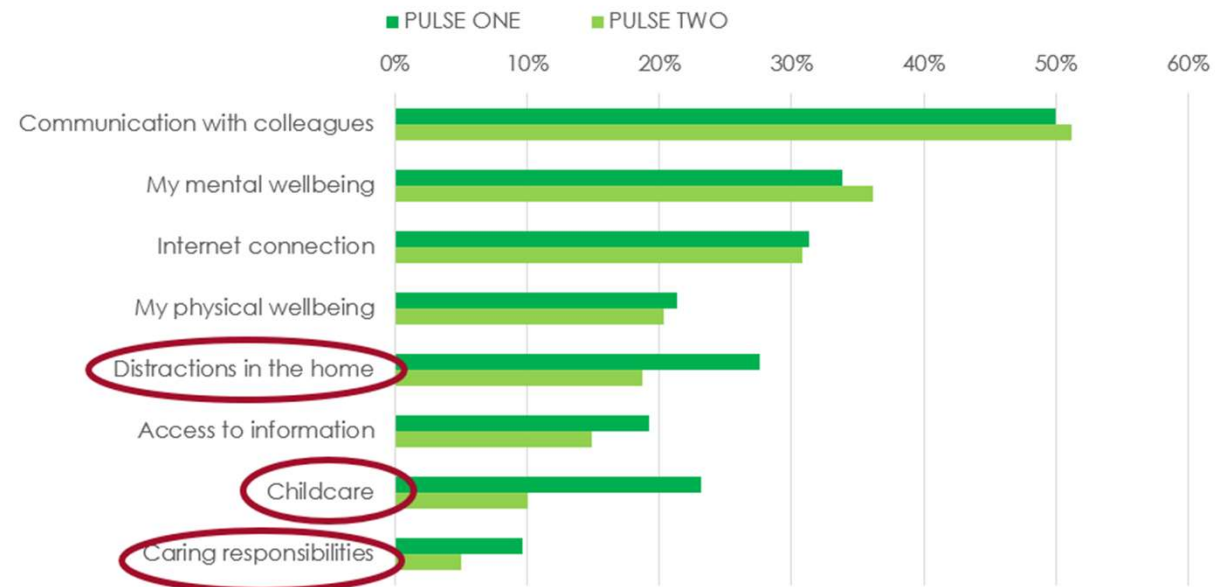


Motivation
for the role
over the last
6 months

Motivation for the role over the last 6 months
(n=735, % given against respondents by directorate)



**What are the current challenges you are finding when working away from an office?
(all, % against all respondents, n differs by survey)**



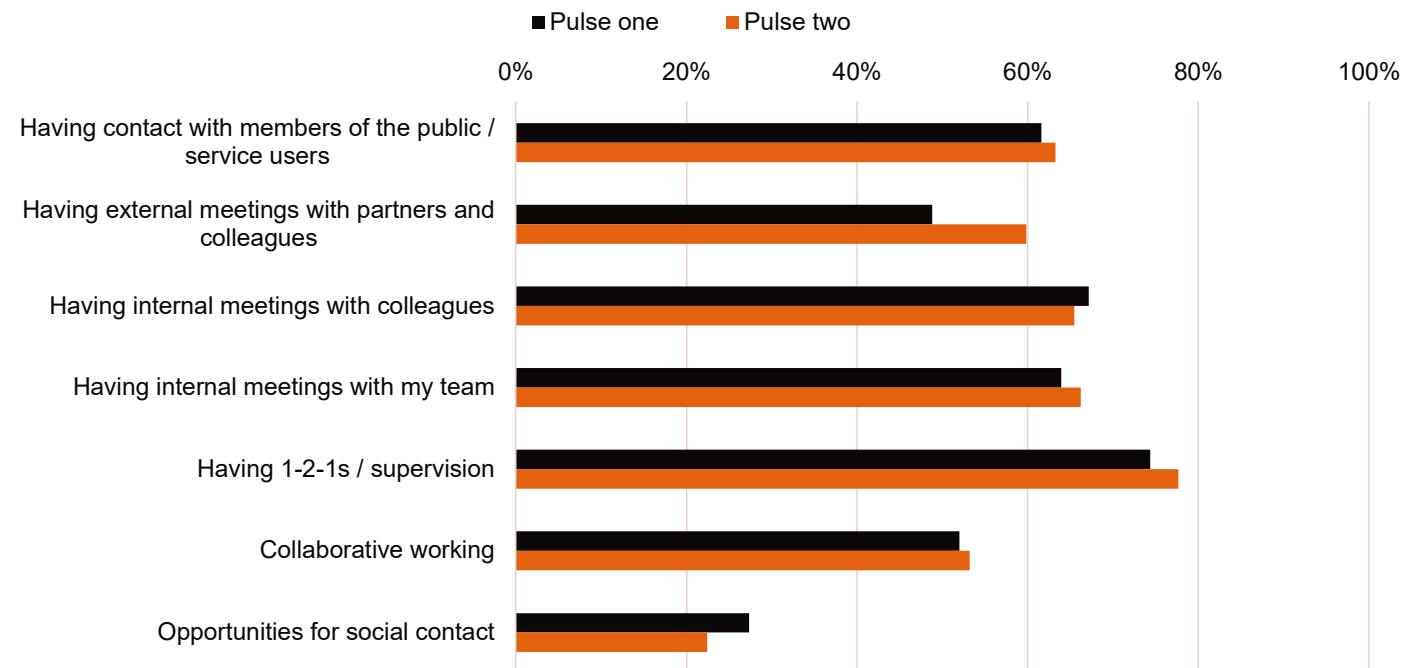
Pulse One (731 responses)

Pulse Two (735 responses)

Although Distractions at home, childcare and caring responsibilities have decreased as current challenges, mental wellbeing and communication with colleagues has increased in challenges.

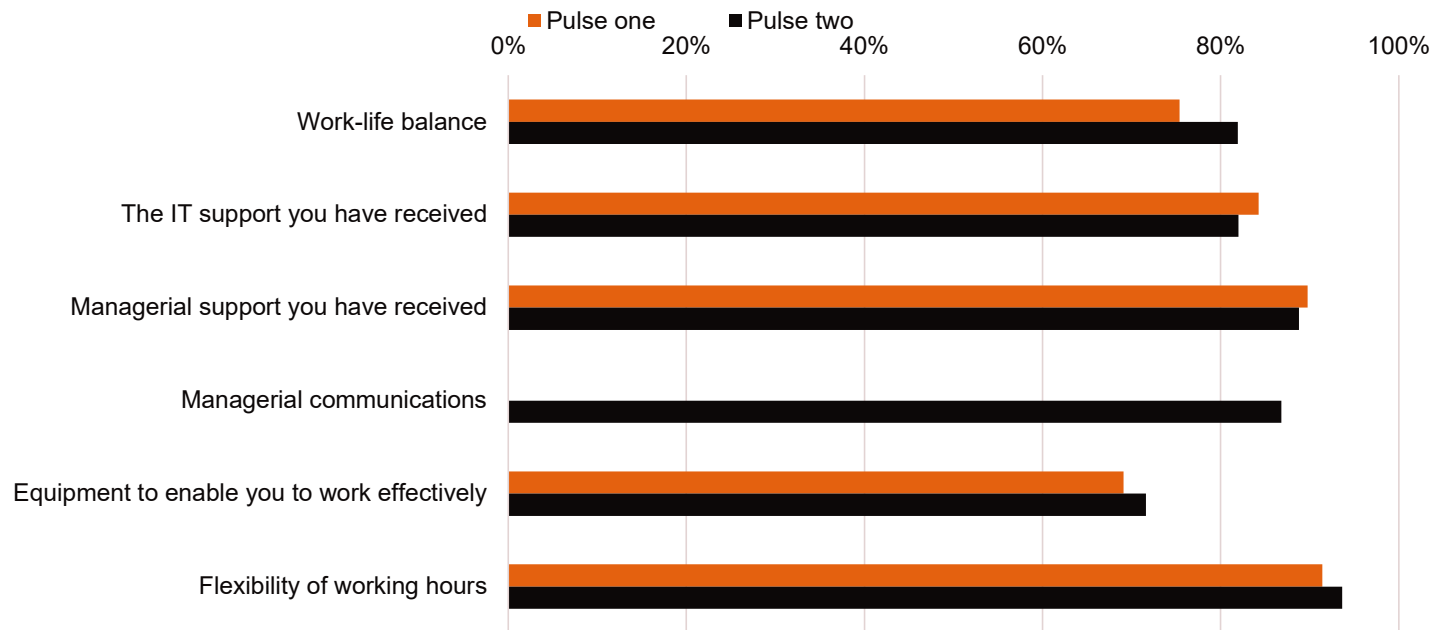
What are
the current
challenges
Pulse 1 v
Pulse 2

How easy have things been (all, % against all respondents, n differs by survey)



Page 387
 How easy have things been?

How good have things been (all, % against all respondents, n differs by survey)



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 How good have things been?

Development strategy

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February 2021

v0.4. Final



Content

#	Report Section	Content	Pages
1	Executive Summary	A summary of the report with an overview of the key findings, recommendations and next steps	3
2	Introduction	The background for the report, its purpose, together with a summary scope of Arcadis' appointment	11
3	Strategic Objectives	The financial and development objectives of North Somerset Council	16
4	Approach and Methodology	A summary of the development site selection process from North Somerset Council's portfolio, how delivery options have been assessed and the prioritisation of opportunities.	21
5	Conclusions	Next steps for taking the programme forward	30

Executive Summary

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Background and Scope

North Somerset Council has a large and diverse land and property portfolio, with over 3,000 assets under its control. The principal objective of this report is to identify which of these assets could be re-purposed for other uses (housing and employment) to meet the economic, financial, and social value objectives of the Council. As well as identifying sites, the report has examined and recommended potential delivery options for each site in the context of the market, the resources available within the Council and the challenges and opportunities presented by known risk and opportunity factors.

Each of the sites identified on the shortlist has been tested from a financial viability perspective and an assessment made of its deliverability and developability from a planning and operational viewpoint. This information has been used to create a phased programme with sites grouped into the short, medium and long term balanced and financially sustainable 10-year plan.

Recognising some of the immediate social and environmental objectives of the Council, the financial viability modelling has tested different levels of affordable housing within the overall programme and higher levels of carbon mitigation levels through greater investment in relevant design features to meet this need. This would have an impact on the overall capital receipts from the programme which could be used to fund other corporate objectives of the Council.

The report has concluded that from the assets within the portfolio, there are 27 sites that are potentially suitable for new housing and commercial development in the District. They are broadly spread geographically and comprise both greenfield and brownfield sites, some are allocated, and others (mainly long-term objectives) would need to be considered in the context of the emerging local plan.

Market Considerations

North Somerset is fortunate in that the majority of areas (especially in the North) are commercially viable for market housing, and values can support, for most sites, the target levels of affordable housing required. This presents the opportunity for the Council to cross subsidise less viable tenures and areas to achieve a balanced programme financially and consider the delivery of social and environmental objectives.

The commercial (office, retail and industrial) market is far more challenging. For example, the Weston Business Quarter is the Council's primary commercial location as an asset. There will always be demand from occupiers willing to invest in buildings and premises for their own use and this delivery approach should be near to cost neutral for land sales. From an investment perspective commercial accommodation at Weston is unviable and would result in a substantial deficit.

The programme recognises that the Council is potentially willing to intervene under specific circumstances and invest and deliver housing if the wider market is unable or unwilling to do so. This could be in the context of a specific tenure requirement (for example new build private rental housing), or by investing in design and sustainability factors that would have a longer socio-economic return that would not be reflected in short term financial returns.

Nevertheless, it is far from certain in the current economic climate that the Council could commit to new investment given current financial constraints and the programme, as currently drafted, assumes land sales and joint venture promotion of sites with partners but highlighting two opportunities for direct delivery where the Council could add value from a regeneration and community perspective.

Portfolio Opportunity

Of the 26 assets assessed considered, the report has concluded that the Council could use its asset base to deliver the following outputs as illustrated below



Housing – Opportunity and Land Value

The housing numbers and capital receipts have been assessed initially on a baseline (policy compliant) position with regard to affordable housing. The Arcadis commission has also looked at higher rates of delivery of affordable housing and the impact on the baseline residual land value as shown below, to illustrate how affordable housing unit numbers could be increased as a key Council policy objective.

Housing units by tenure	Base – 70% market sale / 30% affordable (policy complainant)	65% market sale / 35% affordable (+5% affordable)	60% market sale / 40% affordable (+10% affordable)
Market Sale	1,235	1,136	1,048
Market Rent (BTR)	90	90	90
Shared Ownership	82	106	123
Social Rent	435	510	581
Total	1,842	1,842	1,842
Residual land value	£61.5m	£55.5m	£49.5m

Applying a 10% uplift to build costs to deliver zero carbon across, rather than just being compliant with building regulations, results in the following impact on the land receipts.

	Standard build costs	Enhanced carbon mitigation
Residual land value	£61.5m	£50.3m

Phasing

The sensitivity testing demonstrates that the Council has the flexibility to pursue objectives explained on the previous slide in the context of the overall programme, but we would highlight:

- There is a need to look at the peak capital debt on an annual basis to manage risk. The programme assumes all sites will be delivered over a 10 year period and if positive value sites are not delivered, this could upset the balance of the programme from a financial perspective.
- Not all the sites may be delivered. Many sites are strategic opportunities that are subject to finding alternative sites for existing uses and being allocated in the emerging local plan
- The housing and commercial markets, through a combination of macro economic factors (The UK exiting the EU) and the impact of Covid 19) is entering a period of uncertainty. The long term impact of both are unknown.

The mitigation of these risk factors is therefore to focus on the immediate priorities in the next 3-5 years and achieve a balanced programme for these sites by geography and risk. To help with this process, sites have been grouped from 1 through to 3. Group 1 sites are already committed, Group 2 sites are policy or believed to be policy compliant. The adoption of the new local plan will be the critical review date to guide how longer term sites will be delivered (classed as Group 3 sites) and the outturn from the accommodation and asset review strategies potentially creates new opportunities for the Council and could supplement the programme as current drafted.

Overall the programme can deliver in the region of 180-200 extra homes per year in the District. This is a potential increase of 25% over the current average of 800 homes per year. The programme would also generate an additional 3,700 equivalent construction jobs and 2,400 full time jobs. The capital receipts generated could be captured and used to support public service delivery in North Somerset.

Portfolio – Final Summary

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New homes

- 1,842 new homes across 25 sites
- includes 517 new intermediate and affordable homes
- Schemes range from 3 – 275 units



New commercial

- Weston Business Quarter incl. Foodworks phase 2
- Town centre & co-working opportunities
- 850,000 sq ft of commercial space in total



New innovation

- Redevelopment of Walliscote Place, WSM
- Delivery of 90 build to rent units.
- Delivery of 4,250 Sq Ft co-working business space



New revenue streams

- Range of delivery options available including land sales, joint ventures and direct delivery
- £61.5 m land value spread across three groups as a baseline policy compliant position



New jobs (projected)

- c.3,700 full time equivalent construction jobs
- c.2,400 full time jobs

Next Steps

Five project workstreams are required to start to deliver the programme, these are a combination of strategic policy decisions and allocation of resources. The former will influence the latter.

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Workstream #	Description	Key Outcomes	Key Milestones
Workstream 1	Adopting a programme based approach	The Council as a first step would need to adopt the concept of a programme based approach rather than considering each site in isolation from a financial and social perspective to secure the full benefits outlined in the report.	Feb 2021 Cabinet paper
Workstream 2	Risk and Investment approach and resourcing	Early decision on NSC's attitude to risk and its willingness to deliver direct development to inform approach on resourcing for programme /site delivery	Feb '21 – Capital investment strategy for 2021/22
Workstream 3	Delivery of Group 2a and 2b sites	Immediate promotion and delivery of sites in Group 2A. Testing and consultation on Group 2B sites	2021 onwards
Workstream 4	Delivery of Group 3 sites	Promotion of strategic sites in local plan	2023 onwards
Workstream 5	Acquisitions	Agree criteria and process for regular review of acquisition opportunities that may meet corporate objectives	2021 onwards

Introduction

Background



North Somerset Council (NSC) is an ambitious organisation looking to make use of its asset base to develop new housing and commercial accommodation within the District. By doing so, it seeks to deliver a series of positive benefits for residents. This will be achieved by a programme of development and investment that delivers financial outcomes from housing and commercial space which is self-sustaining, secures wider social and economic outcomes and enables delivery of development projects in communities of greatest need.

This report outlines development and investment plans over a 3 year and 10-year period respectively, focussing on the key opportunities within NSC's estate. In essence the investment plans have four objectives:

1. To identify primarily housing, but also commercial opportunities, to generate capital, exceeding minimum financial hurdles and to significantly boost housing supply in North Somerset sustainably.
2. To ensure housing and commercial opportunities deliver corporate objectives in excess of the commercial market's approach, such as additional affordable housing or reduced carbon which justify the Council's involvement in these projects.
3. To use an element of value capture from housing and commercial sites to cross subsidise other development projects which address wider benefits to North Somerset's economy and target areas of housing market failure.
4. To adopt a flexible and innovative approach on how sites and projects are delivered beyond a simple land release to developers, which allows returns to support subsequent phases of the programme.

Portfolio Objectives

NSC therefore wishes to create a balanced development programme with each site having the potential to deliver more on certain key performance indicators (for example, financial vs social) linked to place and relative market strengths. It is ultimately a cyclical approach (as illustrated below) which will create a financially and socially sustainable development programme driven, in the view of Arcadis, through four interlinked objectives.

- **Objective 4:** To adopt a flexible and innovative approach on how sites and projects are delivered beyond a simple land release to developers, which allows returns to support subsequent phases of the programme

- **Objective 1** To identify primarily housing, but also commercial opportunities, to generate capital, exceeding minimum financial hurdles



- **Objective 3** To use an element of value capture from housing and commercial sites to cross subsidise other development projects to which:
 - ✓ Address wider benefits to North Somerset's economy
 - ✓ Targets areas of housing market failure, through the enhancement of the quality of the private rented sector

- **Objective 2** To ensure Housing and Commercial opportunities deliver corporate objectives in excess of the commercial market's approach, such as additional affordable housing or zero carbon which justify the Council's involvement in these projects

Portfolio Filtering



The investment strategy recognises that NSC commenced delivery of housing schemes on its land for many years. New housing at Parklands and very soon at Selworthy Road, are to be delivered through disposals.

This strategy goes further and considers other delivery options available to the Council through partnership promotion agreements and direct delivery. This is to maximise financial and social value returns to the Council or to satisfy unmet market demand in terms of either geographic location or product. For example, the importance of improving the quality of the private rental sector offer in Weston Super Mare.

To develop the programme and identify opportunities, the entire NSC estate has been considered through a three-stage sifting process:

Stage One: Consisting of over 3,000 individual assets, the first stage was to exclude all operational public infrastructure which are operationally unsuitable for development (for example, cemeteries and footpaths).

Stage Two: Excluding those assets which through reasons of size, physical and planning constraints and access were not considered developable. In addition, an officer decision was made to exclude formally designated green infrastructure land (other than in the case of sports pitches, where it was reasonably expected that equivalent or improved replacement provision could be offered within the vicinity).

Stage Three: Excluding sites following a market and feasibility review of each opportunity to produce a short list of 26 sites capable of delivering 1,842 homes and circa 850,000 sq ft of business space over a 10-year period. Each of these sites has been appraised from a financial perspective and recommendations made for the disposal or development of each site, supported by business case evidence to include financial modelling, market insight, cost advice, and feasibility.

Portfolio Filtering cont.

In addition to those sites identified through the portfolio, the asset review process is expected to identify potential further opportunities. To assist with the evidence base for the asset review process, valuations have been provided on a further 20 locations. These have been added to the report by way of an addendum.

.A small number of 'live' assets are already included in the Development Programme (for example, a small number of car parks), as they were identified by the Landhawk software as likely to be suitable for development. The inclusion of these sites is on the basis that they could, if deemed surplus, present a suitable opportunity for development. Should a decision be made not to release a particular site, then it would be removed from the development programme.

The investment programme has been developed by Arcadis and its sub consultant, Alder King, with a very close working relationship with officers of NSC and has had regular input and guidance from its Senior Management Team. The report is the summary of the work undertaken to date and is intended as a the evidence base to inform future strategic decisions on development and investment by officers and members.

Strategic Objectives

Strategic Development Programme

The Strategic Development Programme is a key part of NSC's Capital Investment Strategy for 2020 to 2030. It will set out a core ambition to create a balanced programme of development and investment that also delivers on the wider corporate objectives of NSC, particularly in relation to affordable housing, sustainability and placemaking. It complements the emerging Strategic Asset Management Plan (SAMP) and Accommodation Strategy.

In creating a Strategic Development Programme, the Council aims to set out a balanced programme for the development (or re-development) of locations in its ownership. This approach recognises that not all objectives can be achievable on all sites, and the programme will seek, as a whole, to ensure that there is a clear understanding of what each site can deliver. This may be a regeneration-based outcome, additional affordable housing, higher levels of design or sustainability, community-led housing, or simply speed of delivery and/or a financial return which enables other objectives to be achieved elsewhere.

The North Somerset programme differs from a standard private sector institutional approach and recognises that councils should own, operate, sell and invest in assets for reasons other than purely financial returns and that social, environmental and economic agendas are also important considerations in the context of the stewardship of public funds..

Central Government legislation is becoming more explicit in this regard following recent high-profile investments by other authorities. Section 4 of the Localism Act requires all purely commercial activity to be done via a limited company and not as part of a council's day to day operation. If, however a return is 'incidental' to broader social and economic aims, then the clause doesn't apply – for example, selling land at a profit once the site has been de-risked through the production of a planning and development brief that ensures development aligns with the delivery of corporate economic objectives. The legislation and guidance are relevant to the emerging strategy regarding the retention or disposal of existing assets in the North Somerset portfolio due to the implications on the use of Prudential Borrowing.

Programme Level Objectives – Finance

The following principles are proposed to guide the creation of the development programme.

1. Investment must yield financial returns and any additional capital must be affordable in the context of other current commitments and revenue asks
2. The Council's role is not to compete with private developers or replicate those outcomes but deliver beyond market norms
3. The Council needs to control the development process as much as possible to realise those additional benefits. This in turn will place a greater emphasis on alternative delivery routes such as joint ventures and the need to de-risk sites (in terms of planning and site constraints).
4. The investment programme may go beyond the existing estate. To deliver on objectives, the Council may need to acquire property currently outside its ownership. For example, private rented stock and co-working space will require urban centre locations
5. The Council can access capital in addition to the value of its land – this will be influenced by its legal powers to invest, its longer-term commitments and an ability to have a realistic exit strategy
6. The Council will partner to secure investment to achieve some of its wider objectives
7. The programme overall must become financially self-sustaining by 2026. A proportion of the surplus needs to be ringfenced for reinvestment
8. Some sites will lose money/require subsidy. Therefore, some must make sufficient surplus to be able to re-invest

Council investment in development



The financial outcomes from the programme are fundamental to the Council. The development portfolio has the potential to generate both capital and revenue to the Council to support its wider service delivery obligations. Underpinning the identified criteria are the Council’s aspirations of:

1. A focus on being ambitious and creative
2. A recognition that the programme must be appropriate in scale and timing in the context of its existing capital and revenue commitments
3. A balance risk and opportunity in the context of further capital investments beyond the value of its land holdings

Based on the current and emerging guidance from Treasury and CIPFA on the use of PWLB lending, NSC would need to establish the following three principles before investing

Key Financial criteria			
1	Is Investment within NSC’s Peak Capital Headroom	Is within NSC’s Capital Headroom	Is in excess of NSC’s capital headroom
		Pass	Fail
2	Does NSC has the legal powers to invest?	Council has legal powers	Does not have the power
		Pass	Fail
3	Does NSC has a clear exit strategy from the project?	Exit Strategy	No Exit Strategy
		Pass	Fail

Programme Level Objectives – Housing

Housing Development will be taken forward where at least one of the following three factors can be met.

1. The location is otherwise agreed, but the market will not deliver, or will not deliver within a satisfactory pace – e.g. low value/unviable sites, usually town centre/brownfield or otherwise ‘difficult’.
2. The location will deliver on at least two of the following:
 - Make a substantive contribution to housing supply (at least 40-50 units to be delivered within a five-year timescale); and or
 - Create a financial surplus for reinvestment by NSC and
 - Is capable of delivering additionality that would not otherwise be delivered by the market against at least two of the following criteria:
 - ✓ Provides additional affordable housing
 - ✓ Provides additional adaptable or accessible housing
 - ✓ Improves Private Rental Sector housing
 - ✓ Improves sustainability.
 - ✓ Provides flagship sites for new technologies (Modern Methods of Construction or other).
 - ✓ The site is suitable for community-led housing and/or low cost/high quality self-build development.
 - ✓ Delivers outstanding design.
3. Development of the site would meet another identified and agreed need – e.g. Extra Care, SEND, solar energy.

A photograph of a residential construction site. In the foreground, there are stacks of grey concrete blocks and a dirt area. The middle ground shows several houses under construction, with extensive scaffolding and metal framing. Some houses have brick walls, while others are still in the structural phase. In the background, there are trees and utility poles under a clear sky.

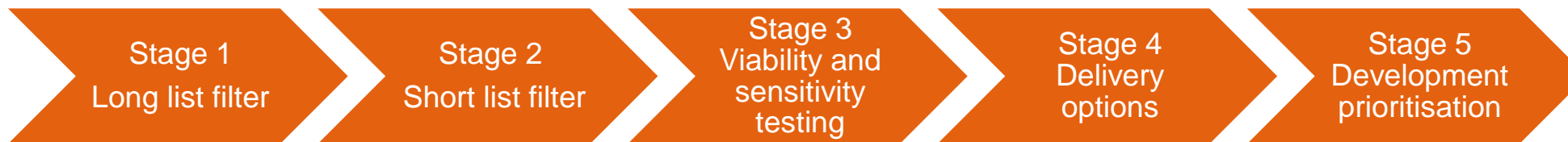
Approach and methodology to site identification, delivery and programme development

Developing the Programme

NSC owns over 3,000 separate assets across the District. Our approach has followed five key stages to arrive at a list of 26 sites to include in the development programme and which is summarised below:

1. Exclude all assets which are non-developable
2. Exclude assets which have significant development challenges due planning or physical attributes
3. Test the viability of the remaining sites and exclude those which are either extremely unviable or subject to other constraints which make them undeliverable within the lifetime of the development programme
4. Assess the options for delivery of each site against the framework strategy proposed by NSC
5. Group the sites into short, medium and long term opportunities to enable NSC to develop its detailed delivery strategy

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The approach has identified which sites have the potential to deliver financial and social outcomes for the Council. It shows that despite the large number of individual assets, the proportion with development potential is relatively low. This is entirely in keeping with several other Council estates portfolios which Arcadis has recently reviewed.

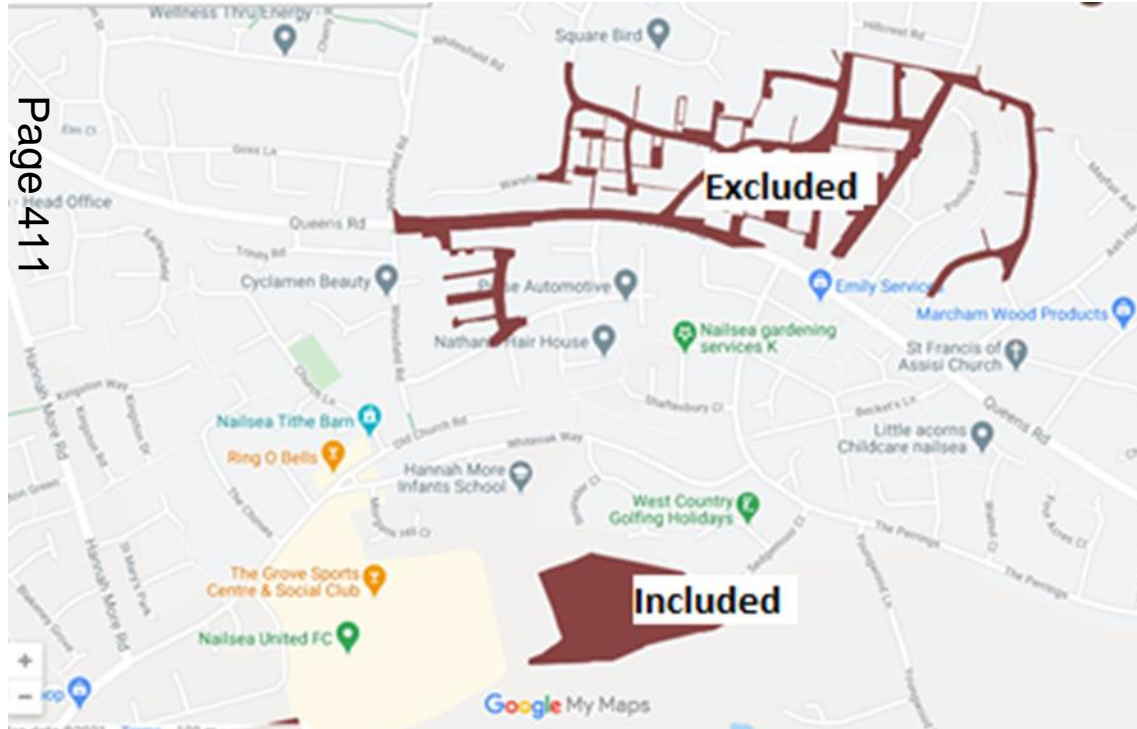
Stage 1 – Filtering

From a total of over 3,000 assets we quickly filtered to 100 as part of the first filter step.

This step involved removing non-developable assets including highway land (roads, roundabouts, verges) and water as illustrated below in a filtering plan showing developable and undevelopable land.

We also rejected all assets with a developable area of less than 0.1 hectares (ha) to ensure the development programme focussed on assets with the ability to make a significant impact on the programme. These sites will be separately considered as part of a small sites programme, with a focus on assessing opportunities for delivering small-scale affordable, community-led, self-build and/or custom-build homes.

This filter process used polygon asset data provided by NSC.



Stage 2 – Filtering

The second filter was completed using a digital analysis platform (Landhawk) to rapidly assess the impact of constraints upon the development potential of each of the assets linked to published data sets at a national level.

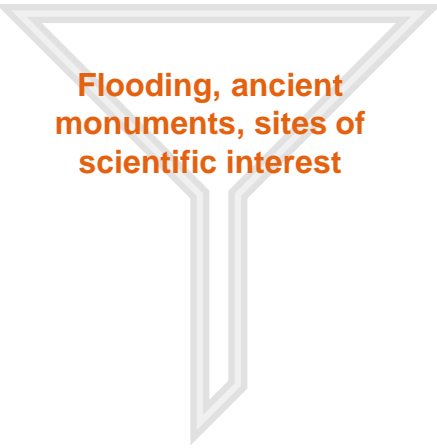
Landhawk provides a risk based RAG review and weighted score as illustrated in the adjacent table.

Having automatically RAG tested every asset, we rejected those which were undevelopable due to constraints such as flooding, ancient forest, formally designated public open space and sites of scientific interests.

This filter step led to 43 assets for detailed assessment. A further 10 assets were then excluded based on discussions with officers and Alder King, the Arcadis agency sub consultants, on the basis of local knowledge and contextual site constraints and challenges. This resulted in 33 assets being progressed.

Asset ref	Title no	Location	Post town	Area (M)	Area (Ha)	Score	RAG	warning1	warning2
Z28/999/01	AV135791	Rowham Hill, L Leigh Woods		11277.94336	1.127794336	-293.6802974		Intersects with Flood Zone 3 - Sites larger than 1Ha require Specific Site Assessment Paragraph: 030 Reference ID: 7-030-20140306	Intersects Ancient Woodland - Planning only possible in wholly exceptional circumstances Paragraph: 033 Reference ID: 8-033-20190721
BB20/13/01	AV236215	Middle Engine P, Nailsea		3112.368474	0.3112368474	-204.4609665		Intersects with Scheduled monument - See paragraph 194 of the National Planning Framework	Intersects with Listed Building Grade I or II - See paragraph 194 of the National Planning Framework
V17/NE/999/01	ST247366	Kilkenny Fields	Portishead	100521.4061	10.05214061	-185.8736059		Intersects with Flood Zone 3 - Sites larger than 1Ha require Specific Site Assessment Paragraph: 030 Reference ID: 7-030-20140306	Intersects Special Area of Conservation - Protected site see paragraph: 019 Reference ID: 8-019-20190721
J8/NW/997/01	ST244716	Castle Batch	Weston-super-M	30140.75675	3.014075675	-148.6988848		Intersects with Flood Zone 3 - Sites larger than 1Ha require Specific Site Assessment Paragraph: 030 Reference ID: 7-030-20140306	Intersects with Scheduled monument - See paragraph 194 of the National Planning Framework
V24/SW/994/03	ST233706	Avon Road, Land Pill		7440.538459	0.744053846	-130.1115242		Intersects with Flood Zone 3 - Sites larger than 1Ha require Specific Site Assessment Paragraph: 030 Reference ID: 7-030-20140306	Intersects with Ramsar Site (Protected) - See Paragraph: 019 Reference ID: 8-019-20190721
W24/NE/986/01	ST237368	Watchhouse Hill	Easton-in-Gordar	54390.172	5.4390172	-130.1115242		Intersects with Flood Zone 3 - Sites larger than 1Ha require Specific Site Assessment Paragraph: 030 Reference ID: 7-030-20140306	Intersects Greenbelt - Paragraph 145 - "A local planning authority should regard the construction of new buildings as inappropriate"
AA13/SE/990/01	ST234650	Hither Green	Clevedon	22072.75314	2.207275314	-111.5241636		Intersects with Flood Zone 3 - Sites larger than 1Ha require Specific Site Assessment Paragraph: 030 Reference ID: 7-030-20140306	Intersects Greenbelt - Paragraph 145 - "A local planning authority should regard the construction of new buildings as inappropriate"
BB11/SW/994/01	ST260623	Marshall's Field,	Clevedon	10228.29996	1.022829996	-92.93680297		Intersects with Flood Zone 3 - Sites larger than 1Ha require Specific Site Assessment Paragraph: 030 Reference ID: 7-030-20140306	Intersects with Greenspace - See paragraph 96 of the National Planning Framework
V19/NW/994/01	ST155448	Lower Burlington	Portishead	19197.26768	1.919726768	-92.93680297		Intersects with Flood Zone 3 - Sites larger than 1Ha require Specific Site Assessment Paragraph: 030 Reference ID: 7-030-20140306	Intersects with Greenspace - See paragraph 96 of the National Planning Framework
KK9/NE/992/01	ST308677	St Georges Com	Weston-super-M	4714.931279	0.471493128	-92.93680297		Intersects with Flood Zone 3 - Sites larger than 1Ha require Specific Site Assessment Paragraph: 030 Reference ID: 7-030-20140306	Intersects with Greenspace - See paragraph 96 of the National Planning Framework
LL6/NE/999/01	ST332527	Maitlands, Land	Weston-super-M	12125.29462	1.212529462	-92.93680297		Intersects with Flood Zone 3 - Sites larger than 1Ha require Specific Site Assessment Paragraph: 030 Reference ID: 7-030-20140306	Intersects with Greenspace - See paragraph 96 of the National Planning Framework
BB13/NW/976/01	ST234004	Cherry Avenue, L	Clevedon	2739.192589	0.273919259	-92.93680297		Intersects with Flood Zone 3 - Sites larger than 1Ha require Specific Site Assessment Paragraph: 030 Reference ID: 7-030-20140306	Intersects with Greenspace - See paragraph 96 of the National Planning Framework
FF14/996/01	ST157643	Horsecastle Fam	Yatton	8093.242004	0.8093242	-92.93680297		Intersects with Flood Zone 3 - Sites larger than 1Ha require Specific Site Assessment Paragraph: 030 Reference ID: 7-030-20140306	Intersects with Greenspace - See paragraph 96 of the National Planning Framework
NN4/SE/990/03	ST235106	Canberra Road, L	Weston-super-M	10847.0742	1.08470742	-92.93680297		Intersects with Flood Zone 3 - Sites larger than 1Ha require Specific Site Assessment Paragraph: 030 Reference ID: 7-030-20140306	Intersects with Greenspace - See paragraph 96 of the National Planning Framework
LL6/SE/998/01	ST156287	The Maitlands	Weston-super-M	17707.93869	1.770793869	-92.93680297		Intersects with Flood Zone 3 - Sites larger than 1Ha require Specific Site Assessment Paragraph: 030 Reference ID: 7-030-20140306	Intersects with Greenspace - See paragraph 96 of the National Planning Framework
MM5/SW/989/01	ST294090	Jay View, Land a	Weston-super-M	3423.439676	0.342343968	-92.93680297		Intersects with Flood Zone 3 - Sites larger than 1Ha require Specific Site Assessment Paragraph: 030 Reference ID: 7-030-20140306	Intersects with Greenspace - See paragraph 96 of the National Planning Framework
OO4/NE/991/04	ST237202	Broadway/Loxtor	Weston-super-M	11336.92198	1.133692198	-74.34944238		Intersects with Flood Zone 3 - Sites larger than 1Ha require Specific Site Assessment Paragraph: 030 Reference ID: 7-030-20140306	Intersects Road Noise - Paragraph 001, Reference ID 30-001-20190722 "Noise must be considered when a development may create extra noise"
W19/NW/996/01	ST139512	Heron Gardens, L	Portishead	3278.181371	0.327818137	-74.34944238		Intersects with Flood Zone 3 - Sites larger than 1Ha require Specific Site Assessment Paragraph: 030 Reference ID: 7-030-20140306	Intersects Mining Hazard
KK8/SW/978/01	ST21472	Blackberry Drive	Weston-super-M	9789.321549	0.978932155	-74.34944238		Intersects with Flood Zone 3 - Sites larger than 1Ha require Specific Site Assessment Paragraph: 030 Reference ID: 7-030-20140306	Intersects Mining Hazard

99 ASSETS



Result 33 assets

Stage 3 - Assessment

The capacity and viability for each of the 33 assets was calculated by Arcadis with input from NSC and Alder King based on information known to date. The key data assumptions from a residential perspective being:

- Development density – 40 dwellings per hectare (though with some variation on known contextual opportunities – e.g. higher densities in town centres)
- Residential tenure mix - 70% market sale, 30% affordable (82% social rent, 18% intermediate)
- Residential unit mix - range from 1b2p flats to 5b8p houses
- Programme - delivery sales rate driven at 6 units per month
- Market sale income - range from £330k (3b house in Weston) to £675k (5b house in Portishead)
- Intermediate and affordable income – assumed at 60% and 50% of market sale respectively
- Build cost – Building Cost Information Service (BCIS) mean build cost with a 10% uplift in higher value locations

This information was used to produce a baseline discounted cashflow programme in Excel format of the number of homes, total value, development costs, and land receipts following disposal. This programme is contained in Appendix 2. As agreed with NSC the overall programme has been subject to the following prime sensitivity tests to assess the potential impact on residual land values. These being:

- Increasing the sustainability credentials of the housing across the programme to create zero carbon/passivhaus development compared to a building regulation compliant position.
- Increasing the amount of affordable housing across the programme from to 35% and 40% from the baseline of 30%.

The viability testing of the Weston Business Park concluded that development from an investment perspective was unviable and the deficit has been excluded from the programme. Nevertheless, owner occupied land sales will generate some value and it has been assumed as a neutral approach at this stage. Therefore the site remains in the shortlist of 26 sites but without a specific development appraisal.

Stage 3 – Filtering

Following completion of Stage 3, a further 5 assets were excluded following the completion of the viability assessment, leaving 26 sites for the final programme. The sites excluded and justification for doing so are provided in the table opposite.

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Site	Dwellings	Estimated land value	Justification
Weston Links	700+ commercial	Negative	Significant remediation and viability challenges. NSC will continue to work with Homes England on development options, however the site is excluded from the financial programming due to the substantial negative financial impact. It is assumed that the site will come forward only if external funding becomes available
Merlin Park car park	13	£1.7m	Designated public open space.
Midhaven/Queensway	34	£0.71m	Site is allocated however previous work has failed to identify alternative pitch provision opportunities within the required distance
Aschcombe Park car park	25	£0.5m	Part of formally designated public open space
Coleridge Vale Playing Fields, Clevedon	59	£1.5m	Well used playing fields. Could potentially be looked at longer-term as part of a wider placemaking strategy and reconfiguration, but currently unlikely to be able to find suitable alternative within required area

Stage 4 – Approach to Delivery

The broad framework approach to delivery and disposal of the identified residential sites can be summarised as follows:

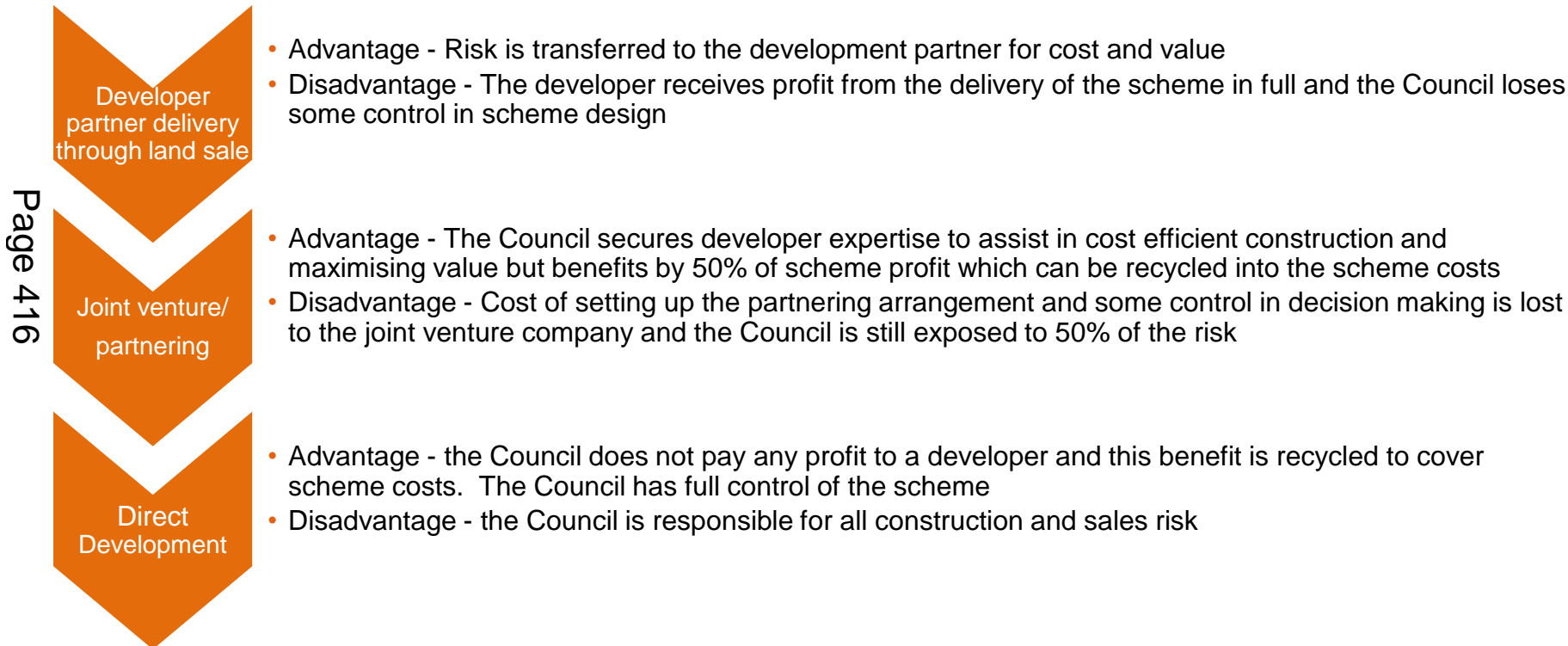
- **Sites of 20 units and under** are to be sold subject to a development / planning agreement
- **Sites of between 20 and 50 units** in areas of social housing need are to be released via a Joint Venture Agreement to Registered Providers or Small and Medium Sized housebuilders
- **Sites of 40 units and above** are to be released via a Market Promotion Agreement /Joint Venture Agreement to private development partners. This will include Registered Providers bidding on a commercial basis.
- **Specialist Sites of up to 50 units** which require significant intervention to deliver are considered for direct delivery / funding by NSC

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In respect of the final site of 26, Weston Links Business Park, it is assumed that the land will be serviced and sold to owner occupiers as speculative development is unviable.

Delivery options – definition

The report highlights three broad delivery options for enabling housing and commercial accommodation to be delivered as shown below:



The site-by-site analysis recommends mainly site sales and joint venture agreements for each of the development sites but also highlights two direct development opportunities. Delivery of these scheme is not dependent on direct delivery, but outcomes and outputs would be potentially enhanced by that approach.

Stage 5 – Prioritisation

The final 26 sites identified in the development programme have been placed into three broad groupings based on deliverability, developability and timescale.

Group 1 consists of 2 sites (Selworthy Road and Parklands Phase I) which are now committed and underway with a known development partner and route to delivery.

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Group 2 sites are mostly allocated or believed to be compliant with planning policy. They represent short to medium term opportunities over the next 5 years. They are generally smaller and arguably represent easy wins for the Council to progress.

Group 3 are unallocated and will require consideration in the context of the emerging local plan. They also have current active that will require relocation. They are therefore longer-term opportunities.

Agreed land sales

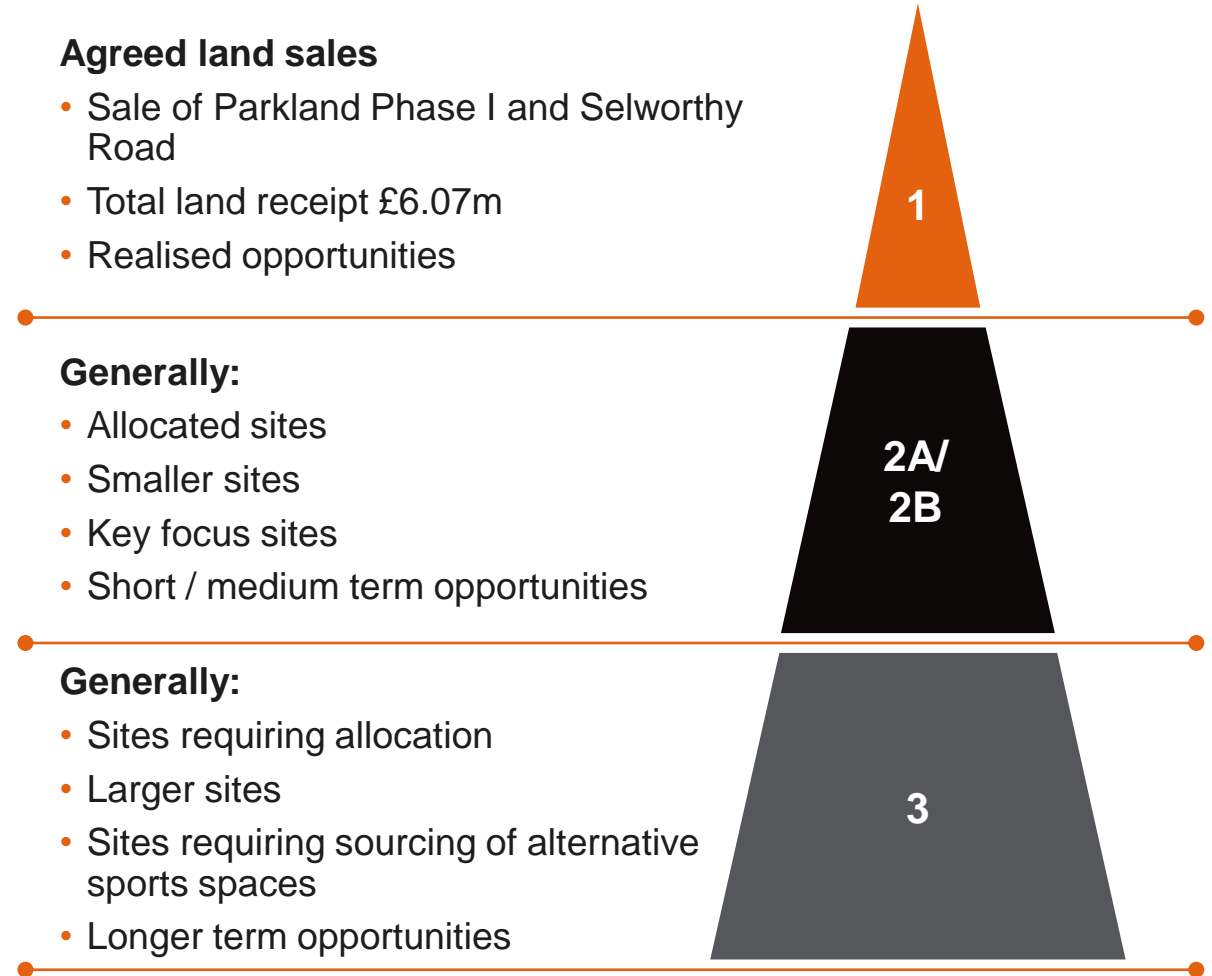
- Sale of Parkland Phase I and Selworthy Road
- Total land receipt £6.07m
- Realised opportunities

Generally:

- Allocated sites
- Smaller sites
- Key focus sites
- Short / medium term opportunities

Generally:

- Sites requiring allocation
- Larger sites
- Sites requiring sourcing of alternative sports spaces
- Longer term opportunities



Conclusions

Investment back to the Council to invest in Accommodation and service delivery

Increasing affordable homes and sustainability objectives

Core development outcomes

- 26 sites
- 1,842 new homes
- 435 social rent units
- 85 shared ownership
- 90 market rent
- 1,235 market sale units
- 850,000 Sq Ft new commercial space
- £61.5m land value
- c.3,700 full time equivalent construction jobs
- c.2,400 full time equivalent employment jobs

FTE jobs from:

- Office of National Statistics Construction Indices
- Homes and Community Agency Employment Densities, 2015

Option 1

- 510 social rent
- 106 shared ownerships
- £38.3m land value

Option 2

- 581 social rent
- 123 shared ownerships
- £32.9m land value

Sustainability

- 100% zero carbon/passivhaus
- £32.5m land value

- Group 2 sites - £25.8m land value
- Group 3 sites - £28.8m land value
- Opportunities for additional returns from alternative delivery strategies.
- Use of development portfolio receipts for delivery of Asset Management Requirements.
- Use of development portfolio receipts for delivery of Civic Estate Transformation.

Next Steps

Five project workstreams are required to start to deliver the programme, these are a combination of strategic policy decisions and allocation of resources. The former will influence the latter.

Workstream #	Description	Key Outcomes	Key Milestones
Workstream 1	Adopting a programme based approach	The Council as a first step would need to adopt the concept of a programme based approach rather than considering each site in isolation from a financial and social perspective to secure the full benefits outlined in the report.	Feb 2021 Cabinet paper
Workstream 2	Risk and Investment approach and resourcing	Early decision on NSC's attitude to risk and its willingness to deliver direct development to inform approach on resourcing for programme /site delivery	Feb '21 – Capital investment strategy for 2021/22
Workstream 3	Delivery of Group 2a and 2b sites	Immediate promotion and delivery of sites in Group 2A. Testing and consultation on Group 2B sites	2021 onwards
Workstream 4	Delivery of Group 3 sites	Promotion of strategic sites in local plan	2023 onwards
Workstream 5	Acquisitions	Agree criteria and process for regular review of acquisition opportunities that may meet corporate objectives	2021 onwards

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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