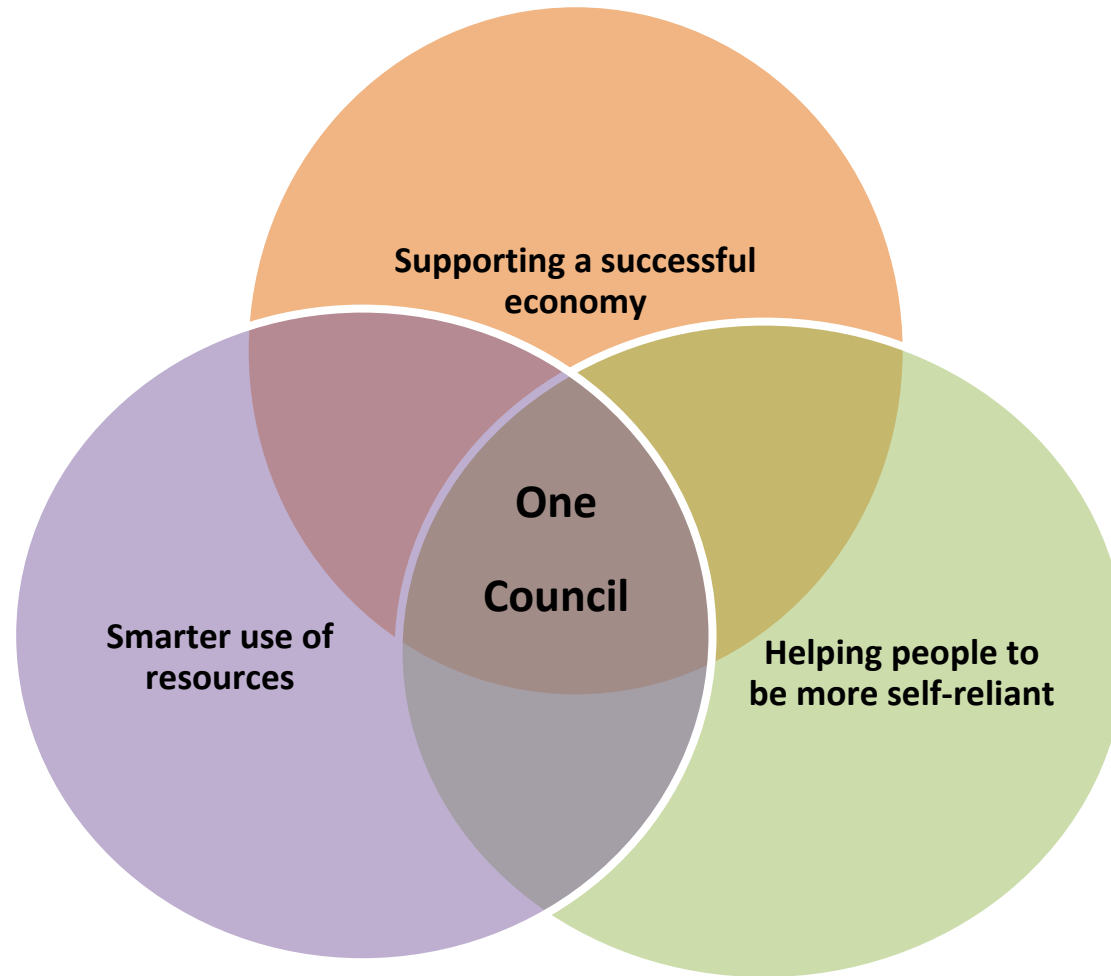


Bridgend County Borough Council

Finance Business Plan 2017-2018



RESOURCES

Staff

Service	2016/17 (01.05.16)		2017-18 (31.12.2016)	
	FTE	Headcount	FTE	Headcount
Benefits and Financial Assessments	37.94	43	40.86	48
Finance	52.07	55	53.17	57
Revenues	25.81	31	25.37	30
service	117.82	129	120.40	136

Workforce planning

- Identify any critical workforce issues that are expected during the year, which impact on the Directorate's ability to deliver its improvement priorities, MTFS commitments and other key services. Workforce issues may include, but are not limited to, the following;
 - Skills gap/shortages
 - Succession planning
 - Recruitment challenges/Hard to fill posts
 - Legislative impact
 - Retention challenges
 - Staffing reduction implications

Workforce Issues	Challenge	Link to Business Plan/ Corporate Plan/ MTFs/ Service Priority	Lead Officer
Capacity	Wider use of Real Time Information with DWP risks staffing capacity	Service KPIs – New claims & change of circumstances	Benefits & Financial Assessment Manager
Skills gaps / shortages	Known difficulties to recruit qualified finance staff and no in house training programme currently	BAU	Head of Finance
Succession planning/ Skills gap	Historic restructures & efficiencies in which admin posts have been reduced have led to the need to recruit unskilled to vacant posts which require detailed knowledge	BAU	Benefits & Financial Assessment Manager

Finance

Budget	16/17	17/18	18/19	19/20	20/21
	Actual £'000	Actual £'000	Indicative £'000	Indicative £'000	Indicative £'000
FINANCE					
SENIOR MANAGEMENT	236	238	238	238	238
ACCOUNTANCY	1,452	1,451	1,401	1,401	1,401
RISK MGT & INSURANCES	93	94	94	94	94
EXCHEQUER	149	153	153	153	153
HOUSING BENEFITS ADMIN	697	661	661	661	661
TAXATION & SUNDRY DEBTORS	136	37	-38	-38	-38
PAYMENTS TO HB CLAIMANTS	52	22	-53	-53	-53
BANK CHARGES AND AUDIT FEES	404	404	356	308	308
GENERAL FUND	1	1	1	1	1
Net Budget Total	4,237	3,886	3,638	3,570	3,570
<i>NB: Further budget reductions still to be identified for 2018-19 to 2020-21</i>					

Note 1: The difference between the 2017-18 budget and the 2016-17 budget is a combination of increases for budget pressures, increases for pay and price inflation, and inter-directorate transfers, offset by budget reductions. For 2018-19 budgets onwards, the year on year difference relates to budget reductions only.

Note 2: Budget reduction figures include CEx & Internal Audit – as such figures will not reconcile with overall MTFs

Property Needs

Currently, the Finance service operates from the Raven's Court offices in Bridgend, with Taxation and Benefits teams occupying one wing and accountancy and financial planning occupying approx.70% of a second wing, all on a 1:1 staff/desk ratio. As the council seeks to rationalise its operational estate, the whole service will move to Civic Offices when a commercial tenant for Raven's Court can be secured by the council. When this takes place, the team will make use of improvements in technology to work in a more agile way and it is expected that the staff/desk ratio will increase to 3:2, reducing the overhead costs of the service.

1. Action Plan and Performance

Improvement Priority One - Supporting a successful economy

1.1 Aim - To help local people develop skills and take advantage of opportunities to succeed and to extend that success to every community in the County Borough

1.1.1	Continue to work with the Cardiff Capital Regional skills and employment Board and other BCBC led projects to help shape employment opportunities, including continuing to capture apprentice opportunities, and develop a skilled workforce to meet those needs						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
1.1.1.1	Work towards creating apprenticeships across the service		Head of finance				March 2018
Ref	Indicator Description	Ind. Type	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
1.1.1.1	The number of apprentices in the directorate	Local, C	Head of Finance			1	3

* Key: V = value for money, O = service user outcome, P = internal processes, C = organisational capacity

Improvement Priority Two – Helping people to be more self-reliant

2.4 Aim - To support the third sector, town and community councils and community groups to meet local needs

2.4.1	Work with partners and the third sector to identify the best way of providing services within local communities						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
2.4.1.1	To procure and implement third sector support to mitigate the impact of welfare reform.		Head of finance	N/A	N/A	Mar 2017	Sep 2017
2.4.1.2	To implement and operate new billing systems to support the success of the Business Improvement District		Revenues Manager				Sep 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
	Number of citizens supported by new arrangements	Local O	Head of Finance	N/A			Baseline year
	In year collection rate achieved of BID levy	Local P	Revenues Manager	N/A			80% of in year business rates collection rate

Improvement Priority Three – Smarter use of resources

3.1 Aim – To achieve the budget reductions identified in the Medium Term Financial Strategy

3.1.1	Implement the planned budget reductions identified in the 2017-18 budget						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
3.1.1.1	Monitor MTFS budget savings proposals 2017-18 on a monthly basis		Group Manager Financial planning & budget management	N/A	N/A	N/A	Mar 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
	Percentage of budget savings achieved in year – Overall council	CP Local – V	Head of Finance	93%	83%	100%	100%
	Value of proposed budget reductions achieved (Finance Team only)	Local – V	Head of Finance	£0.263m	£0.468m	£0.217m	£0.414m
	Value of proposed reductions to corporate budgets	Local – V	Head of Finance	N/A			£0.407m

3.2 Aim – To improve the efficiency of and access to services by redesigning our systems and processes

3.2.1 Increase the number of citizens using our online system to manage their council tax and housing benefit accounts and deliver financial savings							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
3.2.1.1	Go Live of initial Online Services to citizens		Chief Executive				Apr 2017
3.2.1.2	Online Council tax account management available		Chief Executive				Apr 2017
3.2.1.3	Online Benefits account management available		Head of Finance				Jun 2017
3.2.1.4	Online Change of Circs go live		Head of Finance				Sep 2017
3.2.1.5	Identify and agree deliverable MTFs savings and split between directorates and revenue / capital		Group Manager-financial planning & budget management				Jun 2017

3.2.1.6	Realign budgets in line with corporate landlord model		Group Manager-financial planning & budget management				Mar 2018
Ref	Indicator Description	Ind. Type	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
	Percentage of Council Tax customers accessing on line service through 'my account'	CP Local – P	Head of Finance	N/A			50%

3.2.2	Automate most common internal processes to reduce transactions costs and streamline processes.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
3.2.2.4	Increase proportion of feeder files used for invoice payments		Group Manager – Chief Accountant	N/A	N/A	N/A	Mar 2018
3.2.2.5	Develop and implement digital purchase to pay process (Basware) including cross directorate training		Group Manager – Chief Accountant	N/A	N/A	N/A	Mar 2018
3.2.2.11	Provide Digital project with Finance support to establish robust savings targets and support prioritisation of delivery		Head of Finance	N/A	N/A	N/A	Mar 2018
Ref	Indicator Description	Ind. Type	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target

	Percentage of feeder invoices over all invoices processed	Local – P	Group Manager – Chief Accountant	52.5%	61.41%%	60%	70%
	Percentage of undisputed invoices paid within 30 days (OA)	NSI – O	Group Manager – Chief Accountant	96.48%	96.06%	95%	95%
	Cost of purchase to pay (P2P) process	Local – V	Head of Finance	N/A			Baseline - Reduce Cost YoY

Other Directorate Priorities

F1	Carry out commercialisation project						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
F1.1	Set up cross directorate programme group to identify new initiatives for future years		Head of Finance	N/A	N/A	N/A	May 2017
F1.2	Programme group established and terms of reference agreed		Head of Finance	N/A	N/A	N/A	Jun 2017
F1.3	Service Income mapping produced, taking into account policy impacts		Head of Finance	N/A	N/A	N/A	Nov 2017
F1.4	Finalised proposals (if any) included in 2018-2019 budget		Head of Finance	N/A	N/A	N/A	Mar 2017

Ref	Indicator Description	Ind. Type	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
	Average time taken to process housing benefit (HB) and council tax reduction (CTR) new claims	Local - O	Benefits and financial assessment	15.9 days	15.1 days	17 days	16 days
	Average time taken to process housing benefit (HB) and council tax reduction (CTR) changes	Local - O	Benefits and financial assessment	7.7 days	5.4 days	9 days	6 days
	Council tax - In year collection rate	Local - P	Revenues Manager	97.3%	97.1%	n/a – new target	97.1%
	Average Value of uncleared funds (efficient cashflow, lower is better)	Local – P	Group manager-chief accountant	N/A	N/A	N/A	Baseline year
	Number of days VAT return is submitted before deadline (efficient cashflow, lower is better)	Local – P	Group manager-chief accountant	N/A	N/A	N/A	Baseline year
	Treasury Management – investment yield vs Welsh LAs average	Local - P	Group manager-chief accountant	N/A	N/A	N/A	0.1% above average

F2	Supporting the Corporate Landlord model						
F2.1	Milestone Description	Transformation Programme	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
F2.1.1	Provide finance support to the corporate landlord Project		Group Manager Financial planning and budget management				Mar 2018

F3	Health and Safety/Wellbeing						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
F.3	Review sickness statistics and implement at least two positive measures to improve wellbeing		Head of Finance				March 2018
Ref	Indicator Description	Ind. Type	Responsible Officer	2014-15 Actual	2015-16 Actual	2016-17 Target	2017-18 Target
CHR002v ii	The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	Local C	Head of Finance	N/A	11.07	9.78	9.78
Fin3.4.1	Number of days lost per FTE through industrial injury (FIN)	Local, C	Head of Finance	0	0	0	FTE 0.008 Days 1
Fin3.4.2	Number of industrial injury instances (FIN)	Local, C	Head of Finance	0	0	0	Incidence target 1