

## Resources Directorate Performance

### In the first half of this year we have:

- Sold twenty two assets, realising capital receipts in excess of £5 million
- Achieved the budget reduction target for the Directorate for 2015-16 and we are on track to deliver our 2016-17 reductions
- Played a key role in the supporting the establishment of the AWEN Trust
- Developed a programme plan for all Band A School Modernisation Programme projects and have developed a Bridgend Design Model which will reduce design fees across the programme.
- Made substantial progress on the Celtic Court rehabilitation centre.
- Completed Health and Safety Gap Analysis across the Council and introduced new monitoring, performance and risk management arrangements for health and safety
- Obtained Council approval for £1.2 million investment in ICT to facilitate agile working and £1.5 million to refurbish the external fabric of the Civic Offices. The lease of Raven’s Court and the relocation of employees is anticipated to be completed by April 1st 2016 while the external works to the Civic Offices are due to be completed by the end of March 2017

### Commitments 2015-16

RAG – current progress against commitment	Total	Red	Amber	Green
Resources Directorate Commitments as of Quarter 2	14	0	2	12

### Finance

#### Revenue Budget

- The net revenue budget for the Directorate for 2015/16 is **£14,510,000**.
- The current year-end forecast is **£14,177,000**, meaning a projected underspend of **£333,000**.

#### Capital Budget

- The revised budget for the Directorate for 2015-16 is **£ 9,911,000**
- The current year end forecast is **£9,541,000 with projected slippage of £300,000 into 2016-17 and projected underspend of £70,000**

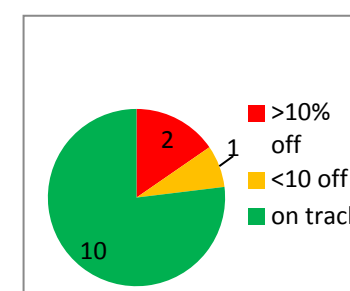
#### Budget Reductions

Savings (£000)	2015-16 £000	%
Green	1,153	100%
Amber	0	0%
Red	0	0%
<b>Total</b>	<b>1,153</b>	<b>100%</b>

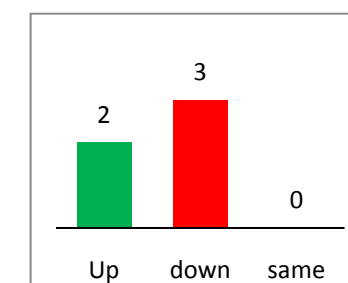
Additional financial information is provided at the end of the report.

### All Indicators

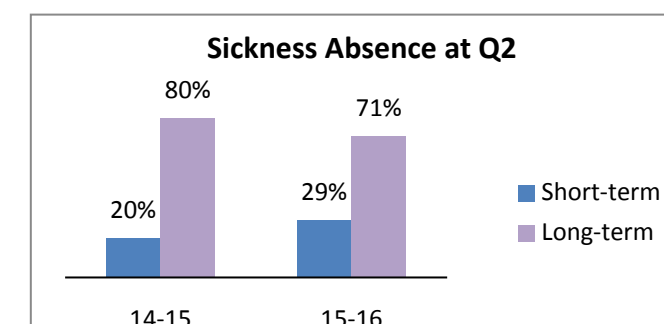
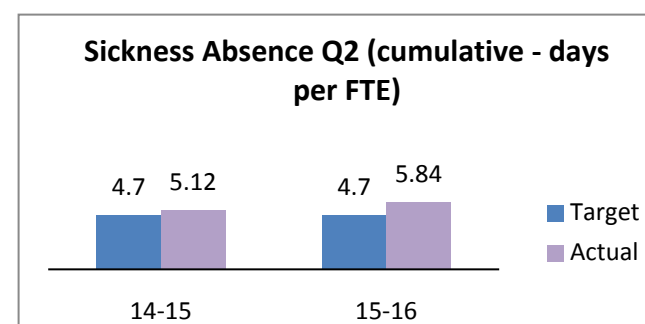
#### Performance vs Target



#### Trend vs Q2 2014-15



### Human Resources



(Annual Target – 9.40. Current Status - **RED**)

The FTE headcount for Resources Directorate has reduced by 95 FTE since Q1 2014-15.

The Directorate has had a significant number of long term sickness cases in the first half of the year. HR is working with managers on each LT case and a number have now either returned to work or left the Authority and performance is expected to improve in the second half of the year. Our focus is now turning to short term sickness. That said given the performance in the first half of this year it is unlikely that we will meet our target of 9.4 days.

Implications of Financial Reductions on Service Performance and other Key Issues	High Corporate Risks (risk owner)																								
<ul style="list-style-type: none"> <li>Difficulties in recruitment and retention, particularly in ICT, are impacting on delivery of work programme as reduced team focus on maintaining core service</li> <li>Delivery of 2016-17 budget reductions has created one off underspends across the Directorate as we hold vacant posts and implement required staff restructures.</li> </ul>	<table border="1"> <thead> <tr> <th>Risk</th> <th>Improvement Priority</th> <th>Likelihood</th> <th>Impact</th> <th>Overall</th> </tr> </thead> <tbody> <tr> <td>Welfare Reform</td> <td>All</td> <td>6</td> <td>3</td> <td>18</td> </tr> <tr> <td>Using resources effectively</td> <td>P.6</td> <td>6</td> <td>4</td> <td>24</td> </tr> <tr> <td>Equal Pay claims</td> <td>P.6</td> <td>4</td> <td>4</td> <td>16</td> </tr> </tbody> </table>	Risk	Improvement Priority	Likelihood	Impact	Overall	Welfare Reform	All	6	3	18	Using resources effectively	P.6	6	4	24	Equal Pay claims	P.6	4	4	16				
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KEY:

Commitments		Performance Indicators (RAG)		Performance Indicators (Trend)		Performance Indicator types
<b>Red</b>	Most key milestones are missed	<b>Red</b>	Performance is worse than target by 10% or more	↑	Performance improved vs same quarter of previous year	<b>NSI:</b> National Strategic Indicator
<b>Amber</b>	Most key milestones are on track, but some are at risk	<b>Amber</b>	Performance is worse than target by under 10%	↔	No change in performance vs same quarter of previous year	<b>PAM:</b> Public Accountability Measure
<b>Green</b>	All key milestones are on track. No reason for concern	<b>Green</b>	Performance is equal to or better than target	↓	Performance declined vs same quarter of previous year	<b>OA:</b> Outcome Agreement

**Improvement Priority One: - Working together to develop the local economy**


PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	Comments
<u>DRE.OA1.6</u>	Percentage of undisputed invoices paid within 30 days	95	95	94.19	↓ 96.5	96.06	n/a	n/a	Target expected to be met in quarter 3. Performance in first half of year affected by staff changes and sickness absence,

**Improvement Priority Two: - Working together to raise ambitions and drive up educational achievement**

Code	Action Planned	Status	Comments	Next Steps(for Red and Amber only)
<u>P2.3.10</u>	Deliver the agreed actions under the School Modernisation Programme, including implementation of projects within the capital programme.	<b>AMBER</b>	Mynydd Cynffig Infants school was closed as at 31st August 2015. A Fire Safety Officer has been appointed with a start date of 1st December 2015. Meeting has been held to commence the design of Pencoed Primary. Action plan for the Safe Dry Warm Schools project is being delivered. Bryncethin campus / Ysgol Bryn Castell - school and services occupying fully refurbished facilities Coety Primary - handover completed and new school opened on 2nd November 2015 Garw Valley South - judicial review has resulted in the scheme being redeisnged thereby impacting on timing of the scheme - this will be conducted in the next financial year Brynmenyn Primary School - Cabinet authorised tendering the scheme as a D&B project. Procurement process for appointment of Project Manager and Cost Consultant commenced	The school modernisation programme board is reviewing and monitoring the delivery of these projects

**Improvement Priority Four: - Working together to help vulnerable people to stay independent**

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	Comments
<u>DRE6.12.1</u>	Average time (days) taken to process housing benefit (HB) and council tax benefit (CTB) new claims	17	17	15.36	↑ 16.73	17.6	n/a	n/a	

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	Comments
<u>DRE6.12.2</u>	Average time (days) taken to process housing benefit (HB) and council tax benefit (CTB) change events	10	10	7.33	 6.68	6.11	n/a	n/a	Performance fluctuates naturally as we are reliant on claimants to supply information – an odd claim or two that takes forever can skew the figures for a quarter.

### Improvement Priority Five - Working together to tackle health issues and encourage healthy lifestyles

Code	Action Planned	Status	Comments	Next Steps(for Red and Amber only)
<u>P5.3.13</u>	Identify and promote new initiatives that support the health and wellbeing of employees (RE)	<b>GREEN</b>	Recent interest expressed by external organisations to identify new health initiatives which are currently being assessed for suitability. Between April and October, 76 health and wellbeing messages have been promoted to staff via Bridgend's magazine, email and Message of the Day. A gap analysis process has been developed that promotes communication of objectives and initiatives to allow service managers to promote H&S within their services. Resource has been identified to address CDM in Construction and Premise Responsible Persons presentations been amended to reflect changed to CDM legislation with training sessions being arranged. Near miss and unsafe condition reports are increasing and protocols and guidance is under review to simplify along with consideration to move to an online system for each of reporting and reducing inputting duties	

### Improvement Priority Six - Working together to make the best of our resources

Code	Action Planned	Status	Comments	Next Steps(for Red and Amber only)
<u>P6.1.1</u>	Implement the planned savings identified in the 2015-16 budget	<b>GREEN</b>	Complete	
<u>P6.2.2</u>	Deliver the IP6 projects contained within the Bridgend Change Programme	<b>GREEN</b>	The milestones for projects and programmes under Priority 6 "Making Best Use of Resources" are on track in the main. The timetable for the Band A school modernisation is under review due to the impact of the recent Judicial Review outcome. A progress report on Priority 6 is due to be presented to the CRI Overview and Scrutiny Committee on 10 December	
<u>P6.4.3</u>	Improve efficiency by rationalising and maximising the use of ICT systems and software applications	<b>GREEN</b>	Infrastructure built for transfer of finance system to in-house management with a targeted date of 30th November 2015	
<u>P6.4.8</u>	Deliver the agreed actions of the Parc Afon Ewenny scheme	<b>AMBER</b>	Withdrawn from negotiations to acquire / lease new main depot premises due to cost of attenuation. CBS depot relocation also under review with Joint Supplies Committee.	Options appraisal being undertaken to review rationalising and retaining depot on site
<u>P6.4.10</u>	further rationalise the Council's operational estate to reduce accommodation costs	<b>GREEN</b>	Sunnyside Offices and Glanogwr Offices now sold	

Code	Action Planned	Status	Comments	Next Steps(for Red and Amber only)
<a href="#"><u>P6.4.11</u></a>	Pursue our asset disposal strategy with the aim of securing capital receipts of at least £6 million	<b>GREEN</b>	£5.2million generated as of October 2015	
<a href="#"><u>P6.4.12</u></a>	Introduce a compliance tracking system to support more effective facilities management of our buildings	<b>GREEN</b>	Project Board established and Project Manager appointed. Business Case produced and preferred option is currently under review	
<a href="#"><u>P6.5.9</u></a>	Extend electronic learning opportunities for staff to develop the skills and flexibility of the Council's work force	<b>GREEN</b>	The updated Learning and Development site has been launched and all employees are able to self enrol onto the range of E-Learning modules available. The review of e-learning live on the L&D website has been completed. New modules include: Recruitment and Selection, Appraisal, Mental Health and Equalities and Welsh Language. Meanwhile other modules are being reviewed and new modules are in the process of being developed.	
<a href="#"><u>P6.6.4</u></a>	Develop proposals to provide citizens with more self-service options for accessing Council services	<b>GREEN</b>	Currently reviewing options around a Citizen Portal that can provide an Authentication/Validation and verification service with a single login experience	
<a href="#"><u>P6.6.5</u></a>	Develop effective mechanisms to improve our understanding of citizens' views	<b>GREEN</b>	Citizens' Panel members can now respond to the live surveys via tablet and mobile phone with tailored designs for the altered screen size. In addition, all libraries now hold paper copies of the Citizens' Panel also. Historically new members who joined the panel during a live period would have to wait up to four months before receiving a survey. Now any panel members signing up during a live period will receive the survey within 24 hours. The improvements have led to an increase in representation of young people with a 12.5% increase in young people (16 – 34) overall. We will continue to review how people can access and share their views us on an on going basis. All related indicators are either on or above target.	

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	Comments
<a href="#"><u>DRE6.2.2</u></a>	Percentage of feeder invoices over all invoices processed	60	60	52.21	↑ 51.79	52.5			Planned expansion of the use of feeder invoices has been delayed by staff shortages in ICT. In addition the figures need to be rebased to reflect the loss of the AWEN Trust invoices from 1 October. It is almost certain that the 60% will not be achieved by year end due to the length of time it takes to develop feeders or automatic character recognition of invoices.
<a href="#"><u>DRE6.2.6</u></a>	The percentage increase of documents managed through EDRM	10	10	27.96	n/a	n/a			
<a href="#"><u>DRE6.4.1.2</u></a>	Total useable office accommodation per employee in our core offices linked to the maximising space project (m2)	10m2	10m2	8.79m2	n/a	11.4m2			
<a href="#"><u>DRE6.4.6</u></a>	Ratio of employees to desk space	6:5	6:5	6:5	n/a	1:1			

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	Comments
<a href="#"><u>DRE6.4.11i</u></a>	Capital receipts generated	£6m	£3m	£5.07m	n/a	£4.2m			
<a href="#"><u>DRE6.6.4i</u></a>	Percentage of employees completing e-learning modules	24	12	20.3	n/a	n/a			
<a href="#"><u>DRE6.7.6</u></a>	Percentage improvement in the range of responses to Citizens Panel surveys. Key areas are: Those responding electronically, Welsh speakers, younger people (16-34), disabled groups and underrepresented wards	5	2.5	11.0	n/a	n/a			

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	comments
<a href="#"><u>CHRO02iii</u></a>	Number of working days per full time equivalent lost due to sickness absence (Resources)	9.4	4.7	5.84	↓ 5.12	10.83 (BCBC) 11.61 (Directorate)	9.85	17	See dashboard comments

PI Ref No	PI Description	Annual target 14-15 £'000	Performance as at Quarter 2						Comments	
			Red		Amber		Green			
			£'000	%	£'000	%	£'000	%		
<a href="#"><u>DRE6.1.1ii</u></a>	Value of planned budget reductions achieved (Resources)	1,153						1,153	100	

Other priority/business as usual

Code	Action Planned	Status	Comments	Next Steps( for Red and Amber only)
<a href="#">DLR1</a>	To develop a Directorate health and Safety Risk Register	<b>GREEN</b>	Resources risk register has been agreed by DMT which will continue to evolve as changes to the directorate occur and will support the development of service area H&S action plan for continual improvement.	
<a href="#">DLR2</a>	Develop a Directorate communication and consultation plan	<b>GREEN</b>	The current method of communication and consultation occurs through Resources DMT and team meetings with additional H&S committees in the higher risk profiles for the Directorate, Built Environment and Property Services	

PI Ref No	PI Description	15-16 target	Q2 Cumulative target	Q2 cumulative actual	Traffic Light	Trend vs Q2 14-15	Comments
<a href="#">DLR5.6.8</a>	Number of working days lost per full time equivalent due to industrial injury	0.06	0.03	0.0	<b>GREEN</b>	N/A	

### Additional Financial Information - Main Revenue Budget Variances

The net budget for the Directorate for 2015-16 is £14.510 million and current projections anticipate an under spend against this budget of £333,000 after draw down of £34,000 from earmarked reserves in respect of Change Fund projects. The main variances are:

RESOURCES DIRECTORATE	Net Budget £'000	Projected Outturn £'000	Variance Over/(under) budget £'000	% Variance
Property Services	1,677	1,655	(22)	-1.3%
HR & Organisational Development	3,918	3,740	(178)	-4.5%
Finance: Bank Charges and Audit Fees	899	735	(164)	-18.2%
ICT	4,150	4,139	(11)	-0.3%

#### Property Services

The under spend relates to a combination of an under spend on staffing (£122,000), due to vacancy management in preparation for future MTFS budget reductions, partly offset by an over spend relating to voids on non-operational assets (£136,000). The under spend arising from vacancies will not reoccur in 2016-17.

#### HR and Organisational Development

The under spend of £178,000 relates to vacancy management in preparation for future MTFS budget reductions. These under spends will not reoccur in 2016-17.

#### Finance: Bank Charges and Audit Fees

The under spend of £164,000 comprises an underspend of £50,000 on internal audit fees, as a result of staffing vacancies, £35,000 relating to lower than anticipated bank charges under the new banking contract, and £95,000 relating to reduced external audit fees, based on current spend profile. This is partially offset by lower than anticipated income from re-charged bank fees.

#### ICT

The under spend relates to vacancy management in preparation for future MTFS budget reductions. These under spends will not reoccur in 2016-17.

### Additional Financial Information - Main Capital Budget Variances

The current year end forecast for the Directorate is £9.541m indicating a projected underspend of £370k, of which £300k is proposed to slip into 2016-17. The most significant variances are detailed below:

Main Scheme	Qtr 2 Budget 2015-16 £'000	Total Expd to Date 2015-16 £'000	Projected spend 2015-16 £,000	Over / (Under) Spend £'000	Slippage Requested 2015-16 £'000	Impact on BCBC Resources £'000	Comments
Maximising Space and Technology / BCP	597	338	527	-70		-70	Scheme is expected to be completed below revised budget allocation.
Investment in ICT	300	0	0	-300	300	0	Scheme is currently expecting to commence in 2016-17.



## Additional Financial Information – Budget Reduction Monitoring

Ref.	Budget Reduction Proposal	Original 2015-16 £000	Current RAG Status (RAG)
<b>FINANCE and ICT</b>			
RES1	Reduce size of Finance and Accountancy team	119	
RES2	Re-negotiate banking contract, cash collection and cash payment contracts.	35	
RES4	Renegotiated Internal Audit Partnership contributions to Vale of Glamorgan Council	20	
RES5	Staffing Restructures Revenues, and Financial Assessments Services /Vacancy Management	163	
RES6	Review charges for Receiverships and improved recovery of Housing Benefits overpayments	30	
RES7	Reduce the size of the ICT service	52	
RES9	Introduction of % charge for credit card payments made to the Council	19	
	<b>Total Finance and ICT</b>	<b>438</b>	
<b>HUMAN RESOURCES</b>			
RES12	Reduce CCTV & Customer Services Operations	30	
RES13	Reduce the size of the HR, OD and Communications teams	164	
RES14	Reduction in corporate training budget	20	
RES15	Move from paper to electronic versions only of the County Bulletin and Bridgendiers	3	
RES16	Review of Business Support Unit	26	
	<b>Total Human Resources</b>	<b>243</b>	
<b>PROPERTY (ESTATES AND BUILT ENVIRONMENT)</b>			
RES18	Review of cleaning service	100	
RES19	Increase in the fees and charges for non-operational property	25	
RES20	Review of the Facilities Management service	79	
RES21	Office Accommodation -closure of office buildings	120	
RES23	Staffing Restructure - Built Environment	148	
	<b>Total Property</b>	<b>472</b>	
	<b>Total Resources Directorate</b>	<b>1,153</b>	

### Additional Sickness Information by Service Area

Unit	Average FTE 30.09.15	To Date (Qtr2) Days Lost per FTE 2014- 15	To Date (Qtr2) Days Lost per FTE 2015-16
HR and Organisational Development	117.18	8.42	6.55
Finance & ICT	170.14	2.42	4.82
Property	119.02	5.14	6.71
Office of the Chief Executive	6.00	19.60	3.67
<b>RESOURCES TOTALS</b>	<b>412.34</b>	<b>5.12</b>	<b>5.84</b>

### Additional Sickness Information by Absence Reason

Absence Reason	% of total days lost
Stress / Anxiety / Depression / Mental Health	41.63%
MSD including Back & Neck	12.70%
Return to Work Form Not Received	1.09%
Stomach / Liver / Kidney / Digestion	10.20%
Tests / Treatment / Operation	10.53%
Infections	7.47%
Chest & Respiratory	2.66%
Neurological	4.09%
Eye/Ear/Throat/Nose/Mouth/Dental	3.06%
Cancer	1.22%
Heart / Blood Pressure / Circulation	1.04%
Pregnancy related	0.80%
Injury	3.08%
Genitourinary / Gynaecological / Pregnancy	0.43%
<b>Grand Total</b>	<b>100%</b>