

Resources Directorate Business Plan 2016 - 2017



(Extract)

Our Priorities:



**Bridgend County Borough Council
Working Together to Improve Lives**

1. Finance

	<u>Budget</u> <u>15/16</u>	<u>Net</u> <u>Reductions</u> <u>16/17</u>	<u>Budget</u> <u>16/17</u>	<u>MTFS</u> <u>17/18</u>	<u>Budget</u> <u>17/18</u>	<u>MTFS</u> <u>18/19</u>	<u>Budget</u> <u>18/19</u>
	<u>£,000</u>	<u>£,000</u>	<u>£,000</u>	<u>£,000</u>	<u>£,000</u>	<u>£,000</u>	<u>£,000</u>
Financial Services	1,662	28	1,690	-169	1,521	0	1,521
Taxation & Sundry Debtors	93	-13	80	-75	5	-145	-140
Housing Benefit - Payment to Claimants	51,071	-912	50,159		50,159		50,159
Housing Benefit Subsidy and Overpayment Income	-51,285	1,278	-50,007		-50,007		-50,007
Financial Assessments and Benefits Administration	693	-11	682	-75	607	-145	462
Exchequer Services and Insurance	249	16	265		265		265
Bank Charges & Audit Fees	493	-92	401		401	-15	386
Internal Audit	396	-24	372	-34	338	-20	318
ICT	4,104	-420	3,684	-252	3,432		3,432
Finance & ICT	7,476	-150	7,326	-605	6,721	-325	6,396
HR and Organisational Development	1,628	-12	1,616		1,616		1,616
Communications, Marketing & Engagement	518	-33	485		485		485
Customer Services	1,236	-3	1,233		1,233		1,233
Business Services (includes Caretaking service)	525	-59	466		466		466
Human Resources and Organisational Development	3,907	-107	3,800	0	3,800	0	3,800
Building Services	723	-7	716	-370	346		346
Property Services	1,674	-362	1,312	-170	1,142	-50	1,092
Property	2,397	-369	2,028	-540	1,488	-50	1,438
Chief Exec	414	3	417		417		417
Cont to Vol Orgs	244	0	244		244		244
Chief Exec	658	3	661	0	661	0	661
Proposals under consideration or not yet developed within Resources Directorate				-311	-311	-960	-960
Net Budget Total	14,438	-623	13,815	-1,456	12,359	-1,335	11,335

2. Resources

Staff

Service	2014/15 (1.4.14)		2015/16 (31.03.15)		2016/17 (31.12.2015)	
	FTE	Headcount	FTE	Headcount	FTE	Headcount
Finance and ICT	191.52	206	188.08	203	167.26	183
HR and Organisational Development	142.40	158	131.08	143	113.26	124
Property	90.55	174	73.55	145	60.51	128
Built Environment	67.00	67	62.00	62	61.00	61
RESOURCES DIRECTORATE	491.47	605	454.71	553	402.03	496

Future Property Needs

- The school modernisation programme (see Education directorate business plan)
- Redevelopment of Waterton depot and relocation of staff (including Resources staff) : see Communities plan
- Review opportunities for further rationalisation of admin estate / core offices
- Ongoing review and release of assets within miscellaneous non-operational estate
- Review opportunities to purchase additional investment properties.

3. 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	Work with the regional Learning, Skills and Innovation Partnership (LSKIP) and also through the Council's 21 st Century Schools Programme and other BCBC-led projects to develop employment opportunities (including apprenticeships and traineeships) and a skills plan that can be delivered locally with our partners, including the college, other training providers and local businesses						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
1.1.1.1	Facilitate ICT Apprenticeship positions within the ICT structure		Group Manager, ICT				Mar 2017
1.1.1.2	Understand the Welsh Government and European funding structure in relation to apprentices and trainees on capital programme.		Group Manager, Built Environment				Jun 2016
1.1.1.3	Explore the opportunities to develop contracts and agreements to enable BCBC to retain the WG or European funding opportunities to employ apprentices or trainees in connection to the capital programme		Group Manager, Built Environment				Dec 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Maintain 3 Apprenticeship posts	Local - Org Capacity	Group Manager, ICT	No data collected			3 posts

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	To increase capacity of the third sector by finding new ways of working together.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
2.4.1.1	Work with other areas of the council to explore and implement further opportunities for joint working and/or commissioned services between resources directorate and the third sector		Head of Finance and ICT				Mar 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Number of citizens supported by new arrangements	Local O	Head of Finance and ICT	No data collected			Baseline Year

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 2016-17 budget						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.1.1.1	Monitor MTFS budget savings proposals 2016-17 on a monthly basis		Head of Finance and ICT				Mar 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Percentage MTFS budget savings achieved	CP Local – V	Head of Finance and ICT	95.3%	92.5%	100%	100%

Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Value of proposed budget reductions achieved	Local – V	Head of Finance and ICT	£410k	£1.399m	£1.153m	£1.205m
	Value of proposed reductions to corporate budgets	Local – V	Head of Finance and ICT	No data collected			£938k
3.1.2	Identify and take forward at least three new income generation initiatives						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.1.2.1	Diversify treasury management activity		Head of Finance and ICT				Dec 2016
3.1.2.2	Ensure charges for card payments are cost reflective		Group Manager, Chief Accountant				Mar 2017
3.1.2.3	Deliver new commercial income opportunity		Group Manager, Property Services				Mar 2017
3.1.2.4	Develop a portfolio of architectural services linked to the flexible workforce platform in 3.4.1.5 (Understand the difference between Council and external market rates and work within current recruitment processes to attract temporary relevant skill sets to deliver within the commercial market)		Group Manager, Built Environment				Dec 2016
3.1.2.5	Approaching external bodies such as SWP or SWFRS to understand their architectural		Group Manager,				Dec 2016

	and facilities management needs and requirements to consider potential contracts for 2017/18		Built Environment				
3.1.2.6	Establish a contractual agreement and forecast of potential income generation.		Group Manager, Built Environment				Mar 17
3.1.2.7	Establish a Built Environment Business Plan enabling income generation in 2017/18 for BCBC		Group Manager, Built Environment				Mar 17
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.1.2.8	Set up cross directorate programme group to identify new initiatives for future years		Head of Finance and ICT				Jun 2016
3.1.2.9	Programme group established and terms of reference agreed		Head of Finance and ICT				Jun 2016
3.1.2.10	Income generation proposals considered and shortlist taken to CMB for consideration		Head of Finance and ICT				Oct 2016
3.1.2.11	Finalised proposals included in 2017-2018 budget		Head of Finance and ICT				Mar 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Total Value of Investments made in new financial instruments	Local – V,O	Head of Finance and ICT				£2million
	Net cost for card payments	Local – V	Group Manager,				£0

			Chief Accountant		
	The number of new income generating initiatives in place and income generated	CP Local – V	Corporate Director	9 new initiatives over the 3 year period, generating some £1.511m over the 3 year period	3 new initiatives

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

3.2.1 Develop a range of automated and online services that are easy for citizens to use							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.2.1.1	Go Live of initial Online Services to citizens		Corporate Director				Jan 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Number of services that are available to the public online	CP Local – P	Corporate Director	No data collected			6
	Percentage of Council Tax customers accessing on line service through 'my account'	CP Local – P	Head of Finance and ICT	No data collected			30%

3.2.2 Move most common internal processes to automatic to reduce transaction costs and streamline processes.							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.2.2.1	Develop Trent to enable line managers (desk top users) direct access to absence management module		Operations Manager (HR)				Dec 2016
3.2.2.2	Develop Trent to enable line managers (desk top users) direct access to employee training records		Operations Manager (HR)				Dec 2016
3.2.2.3	Develop Trent to enable employees (desk top users) to update personal details i.e.		Operations Manager				Dec 2016

	name, address		(HR)				
3.2.2.4	Increase proportion of feeder files used for invoice payments		Head of Finance and ICT				Mar 2017
3.2.2.5	Develop and implement digital purchase to pay process		Head of Finance and ICT				Mar 2017
3.2.2.6	Evaluate and implement alternatives to school's cheque book process		Head of Finance and ICT				Mar 2017
3.2.2.7	Engage with HR and ICT to develop and online accident reporting form to achieve a more efficient process of reporting and recording accidents and incidents		Health & Safety Manager				Jun 2016
3.2.2.8	Develop a specification for an online accident reporting system accessible by managers through Bridgenders		Health & Safety Manager				Dec 2016
3.2.2.9	Implement and launch the online accident reporting system across the council		Health & Safety Manager				Mar 2017
3.2.2.10	Successful implementation of new WCCIS combined health and social care system		Group Manager, ICT				Mar 2017
3.2.2.11	Supplier/Delivery Partner selected to support delivery of online services to citizens		Corporate Director				Jun 2016

Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Percentage of feeder invoices over all invoices processed	Local – P	Group Manager,		52.5%	60%	60%

			Chief Accountant				
	Percentage of undisputed invoices paid within 30 days (OA)	NSI – O	Group Manager, Chief Accountant	96.48%	96.06%	95%	95%
	Percentage of invoices processed through digital purchase to pay (P2P) process	Local – V	Head of Finance and ICT	No data collected			10%
	Number of schools still using cheque book process	Local – V	Group Manager FPBM	No data collected			0 by March 17
	An implemented accurate accident incident reporting and recording system	Local – P	Health & Safety Manager	No data collected			100%
3.2.3	Improve our understanding of citizens views by developing and promoting mechanisms that increase responses to consultations						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.2.3.1	Improve representation of public consultation and engagement responses by continuing to make better use of technology available		Marketing and Engagement Manager				Mar 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Improve range of responses to Citizen's Panel surveys. Key areas are: Those responding electronically, Welsh speakers, younger people (16-34), disabled groups and underrepresented wards	Local - Service User Outcomes	Marketing and Engagement Manager			5%	10% increase

Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Percentage of citizens surveyed who said that their individual access requirements are met when contacting the council via Customer Service Centre	Local - Service User Outcomes	Customer Service Manager		52%	60%	60%
	Citizens' Panel: percentage rating service very good or fairly good: Customer Service Centre	Local - Service User Outcomes	Customer Service Manager	85%	85%	75%	75%
	Citizens' Panel: percentage rating service fairly good or very good: Phone	Local - Service User Outcomes	Customer Service Manager	80%	82%	75%	75%
	Customer Service Centre: percentage of calls answered within 30 seconds	Local - Service User Outcomes	Customer Service Manager	75%	75%	70%	70%
	Written enquiries received by Customer Service Centre responded to within 5 working days	Local - Service User Outcomes	Customer Service Manager	100%	100%	100%	100%
	Customer Service Centre: percentage customers seen within 10 minutes	Local - Service User Outcomes	Customer Service Manager	70%	70%	70%	70%
	The number of interactions from citizens on the corporate social media accounts (Facebook and Twitter)	CP Local - Service User Outcomes	Marketing and Engagement Manager	No data collected		Establish baseline	10% increase

Improvement Priority Three – Smarter use of resources

3.3 Aim - To make the most our physical assets, including school buildings

3.3.1 Provide new and improved schools through delivering the agreed actions under the schools' modernisation programme							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.3.1.1	Progressing milestones and outcomes of Band A school modernisation programme for 2016/17, ensuring delivery on time and budget	School Modernisation Programme	Group Manager, Property Services				Mar 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	School modernisation Programme expenditure profile met	CP Local – V	Gaynor Thomas	£0.797m	£5.677m	£7.112m	£7.510m
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Percentage of surplus capacity of school places in primary schools	Local – C	Group Manager, Property Services				5%
	Percentage of surplus capacity of school places in secondary schools	Local – C	Group Manager, Property Services				19%
3.3.2 Rationalise further the Council's administrative estate to ensure the Council operates from one core office by March 2017							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.3.2.1	Procure and deploy ICT to support move from Raven's Court		Group Manager, ICT				Jun 2016

3.3.2.2	Identify and deliver further opportunities for EDRM		Head of Finance and ICT				Mar 2017
3.3.2.3	Complete leasing of Raven's Court to new tenant	Rationalising council's estate	Group Manager, Property Services				Jun 2016
3.3.2.4	Commence Civic Office envelope works	Rationalising council's estate	Corporate Director				May 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Reduction in operational assets running costs (Raven's Court)	CP Local - V	Group Manager, Property Services	£34,277	£89,290	£400,000	£195,000
	Total useable office accommodation per employee in our core offices linked to the maximising space project (m2)	Local – C	Group Manager, Property Services	11.7m2	11.7m2	10m2	8m2
	Percentage increase of documents managed through EDRM	Local – P	Group Manager, ICT	No data collected		10%	20%
	Ratio of employees to desk space	CP Local – C	Group Manager, Property Services	No data collected		6:5	3:2
	Percentage of staff (desk top users) primarily based in Civic Offices to work agile within and without corporate network	Local - C	Group Manager, ICT				50% by Sept 2016
3.3.3	Deliver the enhanced asset disposal programme to achieve £4 million capital receipts by March 2017						

Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.3.3.1	Complete sale of key sites, including land at Ogmores Comp, Jennings building, land at Coychurch Road	Rationalising council's estate	Group Manager, Property Services				Mar 2017
3.3.3.2	Review disposal strategy	Rationalising council's estate	Group Manager, Property Services				Dec 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Capital receipts generated	CP Local – V	Group Manager, Property Services	£193k	£4.2m	£6m	£4m
3.3.4	Make the Waterton site available to market for housing development as part of the Parc Afon Ewenni scheme						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.3.4.1	Produce marketing technical pack and progress marketing in line with milestones for the programme	Rationalise the council's estate	Group Manager, Property Services				Sep 2016
3.3.5	Implement energy and carbon reduction measures and promote good practice in all our public buildings to help them reduce their carbon footprint and achieve 3% carbon reduction						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.3.5.1	Installation of SMART and AMR metering Programme across corporate buildings		Energy Manager				Dec 2016
3.3.5.2	Renewal of Display Energy Certificates (DECs) for sites over 1000m ² (European Directive on the Energy Performance of		Energy Manager				Dec 2016

	Buildings).						
3.3.5.3	Carbon Reduction Energy Efficiency Scheme: Ensure Annual Reporting of Carbon Emissions to the Environment Agency (Mandatory UK Scheme)		Energy Manager				Aug 2016
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.3.5.4	Implement low Carbon Schools Collaborative Programme at six primary schools		Energy Manager				Mar 2017
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Percentage of change in carbon dioxide emissions in the non-domestic public building stock (reduction target of 3% per year from the Base Year)	CP – O	Energy Manager	8.8%	26.35%	3%	3%
	Average Display Energy Certificate (DEC) energy performance operational rating for buildings over 1000m2	CP NSI - V	Energy Manager	89.48	84.21	85.72	85.72
3.3.6	Review assets and services and enable the successful transfer of those most suitable to community groups and organisations						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.3.6.1	Review effectiveness of Community Asset Transfer (CAT) protocol	Rationalising council's estate	Group Manager, Property Services				Mar 2017

Improvement Priority Three – Smarter use of resources

3.4 Aim - To develop the culture and skills required to meet the needs of a changing organisation

3.4.1 Support managers to lead staff through organisational change							
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.4.1.1	Develop a range of resources to support managers in their role as change leaders i.e. toolkits, development programmes		Workforce Development Manager				Mar 2017

Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.4.1.2	Develop a comprehensive toolkit to assist line managers in all aspects of managing employees' performance ranging from recruitment of employees through induction, probation, appraisal and capability		Workforce Development Manager				Mar 2017
3.4.1.3	Phase 1 - Roll out the absence management training (primarily focused on long term absence) to all managers		Workforce Development Manager				Jun 2016
3.4.1.4	To gain an full understanding of pay rates and commercial sector demands to seek commercial ventures		Group Manager, Built Environment				Sep 2016
3.4.1.5	Understand the difference between Council and external market rates and work within current recruitment processes to attract temporary relevant skill sets to deliver within the commercial market		Group Manager, Built Environment				Sep 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target

	The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence (Corporate)	CP PAM - Org Capacity	Group Manager, Human Resources	9.8	10.83	8.5	8.5
	The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence (Resources)	Local - Org Capacity	Group Manager, Human Resources	11.76	11.61	9.4	9.4
	Number of days lost per FTE through Industrial Injury (Corporate)	Local - Org Capacity	Health & Safety Manager			0.10	0.10
	Number of individual injury incidences (Corporate)	Local - Org Capacity	Health & Safety Manager			52	52
	Number of days lost per FTE through Industrial Injury (Resources)	Local - Org Capacity	Health & Safety Manager			0.06	0.06
	Number of individual injury incidences (Resources)	Local - Org Capacity	Health & Safety Manager			3	3
	The number of managers receiving training to improve their people management skills (including absence management)	CP Local - Org Capacity	Workforce Development Manager	No data collected			200

3.4.2	Provide the learning and development opportunities for staff to meet future service needs.						
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.4.2.1	Commission and develop learning and		Workforce				Sep 2016

	development opportunities arising corporately and from service plans eg. Welsh language, project management		Development Manager				
Ref	Milestone Description	Transformation Programme	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
3.4.2.2	Establish strategy to develop bilingual workforce		Workforce Development Manager				Jul 2016
3.4.2.3	Develop Resources directorate workforce plan		Workforce Development Manager				Jun 2016
Ref	Indicator Description	Ind. Type	Responsible Officer	2013/14 Actual	2014-15 Actual	2015-16 Target	2016-17 Target
	Percentage of employees completing e-learning modules	CP Local - Org Capacity	Workforce Development Manager	No data collected		24%	40%
	Number of employees receiving training to improve Welsh Language skills	CP Local - Org Capacity	Workforce Development Manager	No data collected			150