

Resources Directorate Performance Year End 15 - 16

The Directorate has ended the year with a strong performance, including 90% of All Indicators being green and with all Budget Reductions met in full, including significant restructuring activity and efficiencies. There has been a marked improvement in sickness in the directorate, but this remains above target and will be an area of continued focus.

Commitments 2015-16

RAG – current progress against commitment	Total	Red	Amber	Green
Year End Resources Directorate Commitments	14	0	3	11

Finance

Revenue Budget

- The net revenue budget for the Directorate for 2015/16 is **£14.572m**.
- The year-end financial outturn is **£14.058m** meaning an underspend of **£514k**.

Capital Budget

- The revised budget for the Directorate for 2015-16 is **£3.662m**
- The year end financial outturn is **£3.657m**, with an **underspend of £5k**, with slippage of £5k requested.

Budget Reductions

Budget reductions (£000)	2015-16 £000	%
Budget reduction target	1,153	
Achieved	1,153	100%
Overall variance	0	0%

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

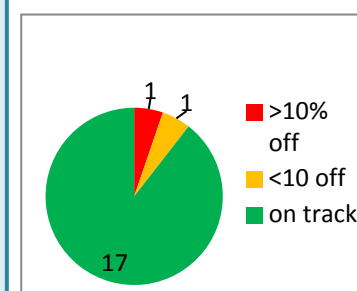
Implications of Financial Reductions on Service Performance and other Key Issues

Planned restructures in both ICT and Finance have been implemented during the year to achieve MTFs reductions both for 2015-16 and partial delivery of 2016-17 figures. As a consequence:

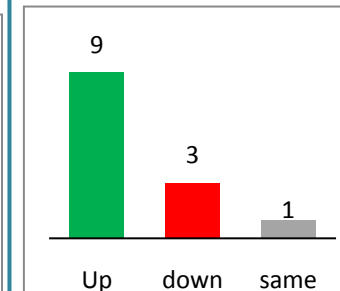
- ICT experienced a significant number of vacancies which could not be filled, impacting on resources available. A different approach making greater use of apprentices is being pursued
- A significant proportion of the finance team are in new roles, which will provide benefits long term, but has caused some short term delays, particularly at closing, as staff learn their new responsibilities

All Indicators

Performance vs Target

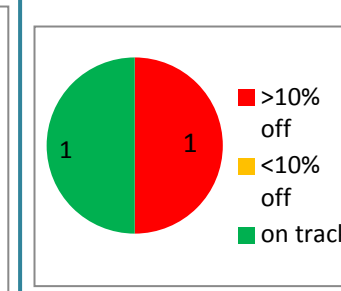


Trend vs Q4 2014-15

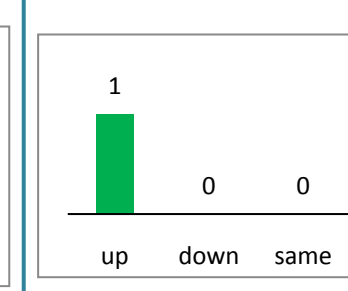


National Indicators

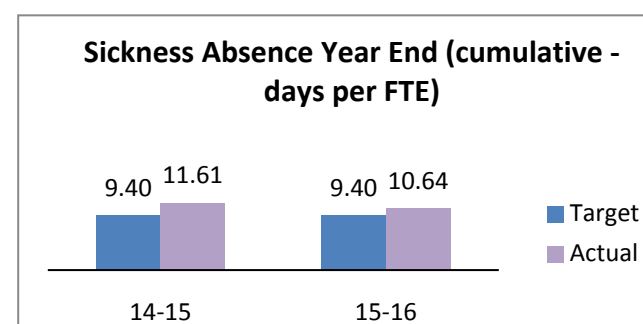
Performance vs Target



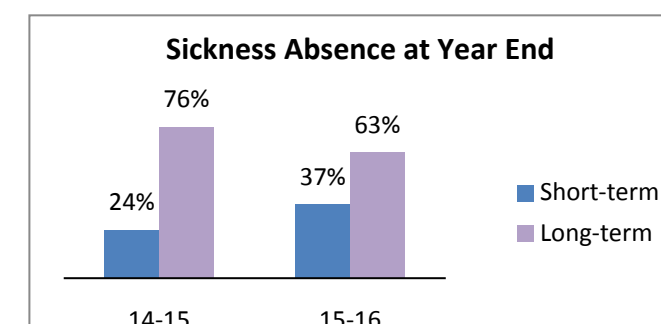
Trend vs Q4 2014-15



Human Resources



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



While the directorate missed the target set, actual performance was materially improved vs the previous year at 10.6 days per FTE vs 11.6 in 2014-15. The primary reason for improved performance is a more concentrated approach to long term sickness – a particular problem in 2014-15.

High Corporate Risks (risk owner)

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

KEY:

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

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

PI Ref No	PI Description and preferred outcome	Annual 14-15 target	Annual 15-16 target	Year End 15 -16 Cumulative & RAG	Trend vs Year End 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 <i>Higher preferred</i>	95	95	95.06	↓ 96.06	n/a	n/a	The target was achieved for the financial year 2015-16 despite the finance restructure which resulted in vacant posts and new staff requiring training on invoice payments. As we shrink as an organisation, the volume of invoices isn't reducing. Therefore the PI is likely to continue to fall though this year there is no Outcome Agreement Grant so there isn't a risk of losing money from failing to achieve it. A review of future targets may be required. Target Setting: Target agreed corporate and is based on national target and actual target for 2014/15

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.	AMBER	<ul style="list-style-type: none"> Remodelling work at Ysgol Bryn Castell and construction of Coety Primary School has been completed Pencoed Primary School - scheme currently in design and WG have approved the SOC Safe dry warm schools action plan for 2015/16 has been delivered Fire Safety Officer has been appointed and commenced employment in January 2016 	<ul style="list-style-type: none"> Garw Valley South - Cabinet approval received to tender the scheme and first stage of tender process has been completed Brynmenyn Primary School - contract documents are in the process of being drawn up for the appointment of a contractor to design the school Pencoed primary School - Consultation on the proposal to relocate the school has closed and progressing the purchase on no.38

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

PI Ref No	PI Description and preferred outcome	Annual 14-15 target	Annual 15-16 target	Year End 15 -16 Cumulative & RAG	Trend vs Year End 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	Comments
DRE6.12.1	Average time (days) taken to process housing benefit (HB) and council tax benefit (CTB) new claims <i>Lower preferred</i>	17	17	15.10	↑ 17.58	n/a	n/a	Target setting: National Target
DRE6.12.2	Average time (days) taken to process housing benefit (HB) and council tax benefit (CTB) change events <i>Lower preferred</i>	10	10	5.38	↑ 6.11	n/a	n/a	Target setting: Target based on previous year's target and actual value

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)
P5.3.13	Identify and promote new initiatives that support the health and wellbeing of employees (RE)	GREEN	Implementation and related publicity complete. Initiatives covered have included the ongoing Care First service, advice on range of health and wellbeing issues, the "Winners Do Quit" anti-smoking campaign, taster sessions for new leisure activities, launch of a LGBT support group, Love2Walk staff walking challenge and the Cycle To Work scheme. Communications have been conveyed to staff via Bridgenders emails, newsletter, Message of the Day and the staff classifieds announcements. Health and wellbeing staff intranet page has been established.	

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

Code	Action Planned	Status	Comments	Next Steps(for Red and Amber only)
P6.1.1	Implement the planned savings identified in the 2015-16 budget	GREEN	All resources directorate budget reductions fully achieved by year end	
P6.2.2	Deliver the IP6 projects contained within the Bridgend Change Programme	GREEN	The milestones for projects and programmes under Priority 6 "Making Best Use of Resources" are on track, and progress has been reported back to PMB	
P6.4.3	Improve efficiency by rationalising and maximising the use of ICT systems and software applications	GREEN	ICT systems and software applications have been rationalised and maximised. The financial system has been brought in-house as of 29th February 2016	
P6.4.8	Deliver the agreed actions of the Parc Afon Ewenny scheme	AMBER	Option appraisal being undertaken to review rationalising and retaining reduced depot on site. Once rationalisation has been delivered, staff will be relocated, if necessary. Site preparatory works commenced in order to produce technical development pack for marketing and achieving the capital receipts.	Once options appraisal completed, consider viability of rationalising and retaining reduced depot on site and marketing remainder of site to deliver Local Development Plan requirements and achieve capital receipts.
P6.4.10	Further rationalise the Council's operational estate to reduce accommodation costs	GREEN	Sunnyside and Glanogwr offices have been sold.	
P6.4.11	Pursue our asset disposal strategy with the aim of securing capital receipts of at least £6 million	AMBER	£5.9million capital receipts achieved	The actual capital receipts are only 1.6% below the target capital receipts. It is not possible to predict to this level of accuracy, given the different issues and constraints involved in disposal of property.

Code	Action Planned	Status	Comments	Next Steps(for Red and Amber only)
P6.4.12	Introduce a compliance tracking system to support more effective facilities management of our buildings	GREEN	Property compliance monitoring system introduced.	
P6.5.9	Extend electronic learning opportunities for staff to develop the skills and flexibility of the Council's work force	GREEN	The updated Learning and Development website has been launched and all employees are able to self-enrol onto a range of e-learning modules. A review of the e-learning modules has been completed.	
P6.6.4	Develop proposals to provide citizens with more self-service options for accessing Council services	GREEN	Programme has progressed to procurement phase with tender issued. On track for first services go live in the second half of 2016-17	
P6.6.5	Develop effective mechanisms to improve our understanding of citizens' views	GREEN	Significant boost in panel membership overall and for each of the target groups compared with the previous year. During this quarter we have also held the waste consultation which has been the biggest consultation the council has done to date. The cross promotion of signing up to the panel within the waste consultation has contributed to gaining extra panel members. Overall increase +38% for the year.	

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DRE6.1.1vi	Related reductions delivered following staff restructures <i>Higher preferred</i>	100k	100k	100k	n/a			Target setting: Target set to meet MTFS savings required
DRE6.2.2	Percentage of feeder invoices over all invoices processed <i>Higher preferred</i>	55	60	61.41	↑ 55.28	n/a	n/a	Target setting: Based on 2014/15 actual. Agreed corporately
DRE6.2.6	The percentage increase of documents managed through EDRM (Electronic Document Record Management) <i>Higher preferred</i>	n/a	10	31.86	n/a	n/a	n/a	Target setting: 10% increase from 1,247,224 documents managed through EDRM in 2013-14.
DRE6.4.1.2	Total useable office accommodation per employee in our core offices linked to the maximising space project (m ²) <i>Lower preferred</i>	11.7m ²	10m ²	8.79m ²	↑ 11.4m ²	n/a	n/a	Target setting: Based on 2014/15 actual and MTFS savings.
DRE6.4.6	Ratio of employees to desk space <i>Higher preferred</i>	3.2	6:5	6:5	↑ 1:1	n/a	n/a	Target setting: Changed to 6:5 (staff to desk ratio) as the original target of 3:2 was based on staff relocating from Raven's Court which was always scheduled from April 2016.
DRE6.4.10i	Delivery of annual savings(from assets released) <i>Higher preferred</i>	£92k	£400k	£442k	↑ £92k	n/a	n/a	Target setting: Based on 2014/15 actual and MTFS savings identified for current year.
DRE6.4.11i	Capital receipts generated <i>Higher preferred</i>	£3.9m	£6m	£5.9m	↑ £4.2m	n/a	n/a	The actual capital receipts are only 1.6% below the target capital receipts. It is not possible to predict to this level of accuracy, given the different issues and constraints involved in disposal of property. Target setting: Based on 2014/15 actual and MTFS targets for the current year.
DRE6.6.4i	Percentage of employees completing e-learning modules <i>Higher preferred</i>	n/a	24	43.07	n/a	n/a	n/a	Target setting: Target based on previous actual values. Departmental commitment in developing e-learning modules and target agreed corporately.

DRE6.7.6	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 <i>Higher preferred</i>	n/a	5	38	n/a	n/a	n/a	Target setting: New target for 2015-16. Target based on the increase over the previous year whilst taking into account the need to improve representation.
DRE6.9.2	Value of budget reduction proposals for ICT systems achieved <i>Higher preferred</i>	£50,000	18,000	£18,000	↓ £50,000	n/a	n/a	Value of budget reduction proposals for ICT systems achieved. Target set lower due to better settlement. Target setting: Target was reduced to £18,000 because of the better settlement.
DRE6.11.1	Percentage change in carbon dioxide emissions in the non domestic public building stock <i>Higher preferred</i>	3	3	18.86	↑ 11	n/a	n/a	As the actual figure is not available until September, it has been decided to report on the previous years figures going forward. The wording for the PI is to be changed for next year to reflect the future reporting. Actual t/CO2 for 2015-16 is 13,487 which is a 18.86% difference from the base year of 16,623 t/CO2. Target setting: Target does not include streetlighting from 2014-15. Target set is a national target.
DREcam037 PAM	Average Display Energy Certificate (DEC) energy performance operational rating for building over 1000m2 <i>Lower preferred</i>	85.72	85.72	84.21	↔ 84.21	n/a	n/a	Target setting: The target is to achieve a lower DEC energy operating rating average for sites covering building over 1000m2, to demonstrate that the authority is improving the energy efficiency of its building stock.

PI Ref No	PI Description and preferred outcome	Annual 14-15 target	Annual 15-16 target	Year End 15-16 Cumulative & RAG	Trend vs Year End 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	Comments
CHR002iii PAM	Number of working days per full time equivalent lost due to sickness absence (Resources) <i>Lower preferred</i>	9.40	9.40	10.64	↑ 11.61	9.85	17	

PI Ref No	PI Description	Annual target 15-16 £'000	Performance as at Year End						Comments	
			Red		Amber		Green			
			£'000	%	£'000	%	£'000	%		
DRE6.1.1ii	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)
DLR1	To develop a Directorate health and Safety Risk Register	GREEN	Identification of top hazards within directorate to confirm management arrangements and control measures are adequate.	
DLR2	Develop a Directorate communication and consultation plan	GREEN	Now a clear structure for Health and Safety communication within the directorate. Linked to the directorate risk register. Discussed in DMT Management team meetings, committees and toolbox talks.	

PI Ref No	PI Description and <i>preferred outcome</i>	Annual 14-15 target	Annual 15-16 target	Year End 15 -16 Cumulative & RAG	Trend vs Year End 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	Comments
	Number of working days lost per full time equivalent due to industrial injury <i>Lower preferred</i>	n/a	0.06	0.0	n/a	n/a	n/a	
DRE 2.1	Increase in non-operational income (relates only to new income generated) (£) <i>Higher preferred</i>	25000	20000	20000	↓ 25000	n/a	n/a	Target based on actual 2014/15 and the AMP. The £20k relates only to new income generated.

Additional Financial Information - Main Revenue Budget Variances

The net budget for the Directorate for 2015-16 was £14.572 million and the actual outturn was £14.058 million resulting in an under spend of £514,000. There was £338,000 drawn down from earmarked reserves during the year for specific pressures, including £143,000 for demolition costs, £135,000 feasibility funding for capital schemes and £44,000 for schemes funded from the Change Fund.

The most significant variances are detailed below:

RESOURCES DIRECTORATE	Net Budget £'000	Actual Outturn £'000	Variance Over/(under) budget £'000	% Variance
Property (Estates)	1,776	1,722	(54)	-3.0%
HR	3,932	3,899	(33)	-0.8%
ICT	4,068	3,668	(400)	-9.8%
Finance	1,659	1,564	(95)	-5.7%
Housing Benefit	478	746	268	56.1%
Audit Fees	887	756	(131)	-14.8%

Property Services

- An under spend on Facilities Management of £280,000 has arisen primarily as a result of reduced business rates and running costs on Council premises. This has been partly offset by an over spend relating to voids on non-operational assets (£100,000), and additional costs incurred on the 21st Century Schools programme that were not eligible to be funded from capital (£90,000).

Human Resources

- The net under spend of £33,000 has arisen mainly as a result of an under spend on Disclosure and Barring Service (DBS) checks (£65,000), offset by additional costs associated with staff counselling and occupational health (£30,000).

ICT

- The net under spend of £400,000 has arisen as a result of under spends on software and from staffing vacancies in anticipation of future years budget reductions. This under spend was intended to finance the revenue costs associated with implementing agile working and the move from Raven's Court. However, due to the delay in this project, this funding remains unspent in 2015-16 and an earmarked reserve has been established to meet the costs in 2016-17.

Finance

- The net under spend of £95,000 in relation to accountancy services arose following restructuring of the service during 2015 to meet budget reductions for 2015-16 and 2016-17 and is a combination of reduced staffing costs and additional income generation from agreed charges for services.

Housing Benefit

- The net over spend of £268,000 comprises an over spend of £522,000 on payments of housing benefit, partly offset by an under spend of £254,000 on the administration of housing benefit claims. The over spend has partly arisen due to an increase in bad debt provision following work undertaken by the Inland Revenue to identify people who are working and claiming housing benefit, and the subsequent increase in the level of debtors. The under spend is mainly due to the transfer of fraud activity to DWP and savings generated as a consequence.

Audit Fees and Bank Charges

- The under spend of £131,000 comprises an under spend of £55,000 on internal audit fees, as a result of staffing vacancies, and £85,000 relating to reduced external audit fees. This is partly offset by lower income from the recharge of bank charges, in particular CHAPS fees.

Additional Financial Information - Main Capital Budget Variances

The current year end spend for the Directorate was £3.662m indicating a projected underspend of £5k, with slippage requested of £5k. The most significant variances are detailed below:

Main Scheme	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
Fire Precautions	182	104	-78	78	0	
Var Playgrounds DDA	-	95	95	-95	0	Funding brought forward from 16-17
Maximising Space and Technology / BCP	418	496	78	-78	0	Funding brought forward from 16-17
Relocation of Depot Facilities	29	0	-29	29	0	
Agile working (rationalisation of Admin Estate)	-	16	16	-16	0	Funding brought forward from 16-17
Community Projects	148	57	-91	91	0	

Additional Sickness Information Service Area

	Average FTE 31.03.2016	2015/16					2014/15
		QTR1	QTR2	QTR 3	QTR 4	QTR 4 Cum	QTR 4 Cum
		Days per FTE	Days per FTE	Days per FTE	Days per FTE	Days per FTE	Days per FTE
HR and Organisational Development	119.92	3.65	2.90	2.05	2.74	11.34	17.13
Finance & ICT	178.94	2.62	2.20	2.84	1.76	9.42	9.10
Property	63.79	3.77	2.94	2.89	4.58	14.18	11.16
Office of the Chief Executive	6.00	3.34	0.33	0.17	0	3.84	20.43
RESOURCES TOTALS	425.65	3.26	2.58	2.60	2.20	10.64	11.61

Additional Sickness Information by Absence Reason

Absence Reason	% of total days lost
Stress / Anxiety / Depression / Mental Health	35.56%
MSD including Back & Neck	13.71%
Stomach / Liver / Kidney / Digestion	12.03%
Tests / Treatment / Operation	9.47%
Infections	8.77%
Neurological	4.91%
Chest & Respiratory	2.95%
Heart / Blood Pressure / Circulation	2.93%
Return to Work Form Not Received	2.67%
Eye/Ear/Throat/Nose/Mouth/Dental	2.27%
Cancer	1.86%
Injury	1.66%
Genitourinary / Gynaecological / Pregnancy	1.21%
Grand Total	100%

