

# **Development & Major Projects**

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## **Service Action Plan**

**2012/13**

This plan is an active document that will be reported against every six months via the Service Delivery Programme performance report. All staff that are part of the Service should have an opportunity to contribute to its creation and any new staff joining the Service should be made aware of this document as part of their induction.

## Introduction

|   |                   |
|---|-------------------|
| <b>Divisional Director</b>              | Derek Quilter     |
| <b>Lead Portfolio Holder</b>            | Cllr Cherry Beath |
| <b>Staffing Establishment (2012/13)</b> | 23                |

### Scope of Service (size, proportions and activities)

#### Key Objectives of Service :

- 1) To lead, develop and deliver the Council's development agenda
- 2) Deliver projects that contribute to the cultural, economic and built environments of the Districts unique places.
- 3) To deliver homes to meet the needs of an expanding economy.
- 4) To support job creation, with an emphasis on high value jobs in key sectors, as a means of increasing the overall size, productivity and diversity of the B&NES economy.
- 5) To ensure economic interventions benefit the life chances and improved health of all B&NES residents.
- 6) To ensure that economic activities contribute to reducing carbon dioxide emissions in line with national and local targets.
- 7) To deliver the Council's ambitions in a cost effective manner through strong commercial management of its procurement and commissioning.
- 8) Delivery of the Councils capital programme in a cost effective way and on time through excellence in project management.
- 9) To support the Council on programme management of major (non physical) projects, for example, in supporting the move to a Core Council model as agreed by Council in November 2010.
- 10) To represent the Council in the West Of England sub-regional Economic &Skills agenda through the LEP and other forums.

## Management Structure of Service

**John Betty**  
Strategic Director

**John Wilkinson**  
Economic  
Enterprise &  
Business Manager

**Derek Quilter**  
Divisional Director  
Project  
Management

**David Bone**  
Operations  
Manager  
Development

Budget, Systems and Control – Derek Quilter

## Customer Profile

Outline who your main customers are, e.g., service users, residents, other council services, officers, members, partners etc

- Other Council Services (clients for our project delivery service)
- Businesses located in B&NES (clients for our Economy, Enterprise & Business Development service)
- Businesses considering relocation or start-up in B&NES (clients for our Economy, Enterprise & Business Development service)
- Commercial and residential developers (advice from our Development & Regeneration service)
- Residents and members in relation to their interests or enquiries on all of the above

### Are there any specific customer needs that require your service to change?

None identified

## Service Delivery

### Planned improvements to service delivery in 2012/13

Increased focus on Development Delivery.

### Areas of the Service that are to be stopped or reduced in 2012/13 (due to budget pressures / change in focus etc)

Workforce Skills function, budget and resources transferred to People directorate as part of Council re-organisation.

### External influences / pressures that could impact on service delivery during 2012/13 (excluding budget pressures)

The **external and corporate influences** on this plan can be summarised as follows:

- Cuts in public expenditure – this is the second year of the 2010 Government Comprehensive Spending Review – savings have been ‘front loaded’ and are very challenging
- Changes in Government legislation, regulations and guidance – there are some simplifications and some new scope for local

decision making but at the same time radical and demanding changes such as Localism, Planning Reform, new grant funding to support local government (less money and less types of grant), consultation on the return of business rates to local government, new benefits system (the Work Programme, Universal Credits and Council Tax Benefits), Incentives for Growth (New Homes Bonus, Regional Growth Fund, Growing Places Fund, Get Britain Building Fund , Local Enterprise Partnerships)

- Sustainable Community Strategy and Council Priorities – these are being reviewed by the new administration and will be considered by Council in February 2011.
- Council change programme – this remains a key driver for internal efficiencies and improvements in services to customers to target priorities and needs as well as initiatives to join up services between public agencies
- Increased priority upon Development Delivery / Formation of the LEP / Enterprise Zone and Areas
- Future Council agenda and corporate responsibilities.

**Specifically related to Development & Major Projects are:**

- The need to bring forward Housing Delivery in line with the Core Strategy
- The requirement to initiate development to create growth
- Formation and promoting of the B&NES Enterprise Area
- Bring forward appropriate development in Keynsham and the Somer Valley
- The formation of the West of England (WEP) Local Enterprise Partnership (LEP) and the B&NES Enterprise Area
- The aspiration to develop the digital and creative industries
- The need to facilitate the creation of jobs to address worklessness, particularly among young people
- Delivery of the capital programme and promotion of the council's project management system and demonstrate best practice.
- Increased priority of Housing Delivery (Especially affordable housing)

**Service Costs**

**Explanation of Service costs (including areas of high spend and growth / investment)**

The budget is a net budget. Officers working on capital schemes charge their time to these projects. The main revenue cost is

employment costs for the directorate staff.

### Value for Money improvements - planned efficiencies / savings to be made during 2012/13

To achieve the savings for 12/13 D&MP the following changes to the workforce will be made:

- In total about 3 posts including current vacancies are being removed across the directorate in 2011/12 to achieve the savings in this plan, ready for the start of the 2012/13 financial year.

### Summary from Medium Term Service & Resource Plan [\(add hyperlink to relevant web page for more detailed information\)](#)

| MTS&RP Items  | 2011/12 (for comparison) £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 |
|---|--------------------------------|---------------|---------------|---------------|
| Opening Budget                                      | 1912                           | 1586          | 1461          | 1366          |
| Removal of one-offs                                 | -27                            | 0             |               |               |
| Service Proposed Base Reductions to Balance Budgets | -580                           | -218          | -115          | -96           |
| Service Proposed Growth                             | 330                            | 93            | 20            | 20            |
| Proposed Base Budget                                | 1635                           | 1461          |               |               |
| Target Budget                                       | 1635                           |               |               |               |
| Deficit / (Surplus)                                 | 0                              |               |               |               |
| Additional Stretch Reductions                       | 0                              |               |               |               |
| In Year Adjustments                                 | -49                            |               |               |               |
| Proposed Overall Budget                             | 1586                           | 1461          | 1366          | 1290          |

## Workforce Planning

### Organisational Development: Implementation of 'future organisational model':

The Directorate operates as Intelligent Client for the procurement of a range of capital and revenue commissions using the best practice procurement policies of the Authority.

### Leadership and Management Development:

- The Directorate will develop a training and development plan following the 2012 Performance Development Reviews of its staff.

### Skills & Competencies

- The areas of leadership development and specific service skills will be agreed with individual staff prior to setting the training plan for 2012/13

### Recruitment & Retention

No specific issues

**Identified needs that cannot be addressed at service level/may be more difficult to address at this level**

An assessment of the Directorate workload and priorities has been undertaken to understand the likely emerging changes of demand for employee skills and staff numbers. This indicates a shifting emphasis in demand for skills is emerging, broadly as outlined below.

### Staff numbers

Estimated projections for Directorate core employed staff numbers over next 5 years:

|                           | <i>Base Level<br/>10/11</i> | <i>11/12</i> | <i>12/13</i> | <i>Up to 5<br/>years time</i> |
|---------------------------|-----------------------------|--------------|--------------|-------------------------------|
| <i>Core<br/>staff:FTE</i> | 34                          | 26           | 23           | Circa 20                      |

By 12/13 the Directorate will achieve a staff reduction of 32% as a result of efficiencies and reducing or stopping some activities from the base level of 10/11. Further reductions will be required in 13/14 and 14/15 to achieve the target savings however in 11/12 the Directorate has taken on the following additional responsibilities of:

- Housing Delivery**
- LEP Interface**
- Enterprise Area**

The Directorate has been able to meet this additional demand by the use of flexible / task related specialist resources.

To achieve the savings for 12/13 D&MP the following changes to the workforce will be made:

- In total 3 posts including current vacancies are being removed across the directorate in 2011/12 to achieve the savings in this plan, ready for the start of the 2012/13 financial year.
- As a result of reviewing vacancies, flexible arrangements including the use of agency staff, changes to working hours, early planning and good consultation the number of compulsory redundancies in 2011/12 will be very low.

Staff will benefit from bespoke training and development associated with their changing roles as agreed in the annual Personal Development Reviews (PDR). Staff will also be helped to achieve greater skills to equip them to compete for internal and external roles in anticipation of staff reductions within the department.

Middle managers are benefiting from the development programme designed for them based on the needs arising from the change programme, not least strong and effective leadership during a period of change and staff reductions. Coaching will also be provided.



Change coaches will continue to facilitate and support change in each Division.

Divisional Directors will benefit from continuing leadership development and one to one coaching.

Some of the new/stronger skills requirements are associated with:

- Business planning and financial awareness
- Lean systems thinking as a means of reducing waste in systems and helping improve customer experience whilst increasingly focusing on high priority needs
- ICT Systems training where new IT is implemented such as Agresso finance systems upgrade, e-procurement, & changes to customer relationship management.
- Commissioning skills especially for staff in core roles associated with all the services including strategic roles, assessment of need, consultation, intelligence and research, procurement, community engagement and partnership working.

A review of the use of IT will be undertaken to investigate how this can support the additional workload of the growing Directorate agenda and the resultant complexities of communications.

The reduction in the size of the department will also require Divisional Directors to look closely at other delivery models for their services and to further develop the relevant HR skills to manage redundancies, redeployment and transfers of staff.

The strong position of the Departments' financial management should enable a planned and phased approach to be adopted.

Each service has reviewed its staff profiles to facilitate the above changes. Early retirements will facilitate some of the changes subject to affordability. Flexible retirements and other flexible employment options will be considered. Some compulsory redundancies will probably be necessary but early planning will be used to keep these to a minimum. Staff structures will be reviewed to ensure the core/commissioning roles in the current Departments are clearly defined.

To achieve the necessary changes there will need to be the right programme management in place. The first moves to facilitate change are:

- Appointing change programme managers and setting up project teams for each strand of change activity in the department and to ensure these strands link to the overall corporate change programme
- Use consultancy support only where skills or experience is missing and external support is needed to bring about rapid and effective change – the lean review in Housing Benefits is an example of this approach. The PWC diagnostic was another example. In both cases the approach has been to develop skills in Council staff.
- Restrict recruitment when posts become vacant (a managed recruitment freeze with each vacant post being

carefully reviewed before being filled or deleted, and where filled increasingly this will be on a temporary basis with appropriate use of redeployment).

- Designing in more detail the workforce requirements of each Division over the next 3 years to reflect the principles set out herein. Some management re-organisations will be required.

The commitment to equalities will remain as these changes are progressed with the Departments continuing to build on recent improvements in its approach to equalities. Major changes will be properly impact assessed. Worker groups will also be properly involved.

## Equalities

We are committed to the Council's core value of ensuring there is equality of opportunity through employment and service delivery. We are committed to promoting equality and eliminating discrimination on the grounds of age, disability, faith/religion or belief, gender including transgender, marital / civil partnership status, race, colour, ethnic or national origin and sexual orientation. Equality Impact Assessments (EIA) are carried out on all service changes and actions to mitigate impacts.

**Please follow the link to the appropriate EIA . [equality impact assessment: financial plan](#)**

## Key Service Priorities 2012/13

It is important to show how each service priority links to the new Corporate Plan, in particular the four strategic objectives and high level outcomes set out in the table below. At the end of each priority, services **must** indicate whether it will contribute to an objective and add the reference letter for each outcome it will help to deliver.

| Objectives                                       | Outcomes   | Ref |
|--|--|-----|
| 1. Promoting independence and positive lives for | Children and young people enjoy their childhood and are prepared for adult life. | A   |
|  | Schools develop and extend their role in the local community                     | B   |

|  |   |          |
|--|---|----------|
| <b>everyone</b>  | Youth Service works with the community to provide opportunities to support and develop young people | <b>C</b> |
|  | Older people are supported to live independently.   | <b>D</b> |
|  | The people most in need are supported to live full active lives.                                    | <b>E</b> |
| <b>2. Creating neighbourhoods where people are proud to live</b> | Where people feel safe  | <b>A</b> |
|  | There are decent affordable homes in private and social sector                                      | <b>B</b> |
|  | Clean streets and open spaces   | <b>C</b> |
|  | Where people are able to travel easily with reduced traffic congestion and pollution                | <b>D</b> |
|  | Where local people actively lead the delivery of improvements in their community                    | <b>E</b> |
|  | Where there are opportunities to participate in sports, leisure and cultural activities             | <b>F</b> |
| <b>3. Building a stronger economy</b>                            | With a broad range of job and employment opportunities  | <b>A</b> |
|  | With a strong local business sector, tourism, and local shopping                                    | <b>B</b> |
|  | Key development sites are delivered to increase the number of local businesses.                     | <b>C</b> |
|  | A diverse economy with growth in the low carbon, knowledge creative, and ICT industries             | <b>D</b> |
| <b>4. Developing resilient communities</b>                       | Where local people have developed their skills and use them to improve their community              | <b>A</b> |
|  | Where decisions are made as locally as possible   | <b>B</b> |
|  | Where there is easy access to public services and local amenities.                                  | <b>C</b> |
|  | Communities have adapted to changes in our climate and are not dependent on high carbon energy      | <b>D</b> |
|  | Recycling and reduction in waste continues to be extended   | <b>E</b> |

### Priority 1:

|                                    |   |
|------------------------------------|---|
| <b>Details of Service Priority</b> | <b>To support job creation, with an emphasis on high value jobs in key sectors, as a means of increasing the overall size, productivity and diversity of the B&amp;NES economy.</b> |
| <b>Impact on local community</b>   | The creation of additional jobs in the economy from new start ups, growing businesses and re-locations  |

| <b>Groups of service users affected</b>  |                       |   |
|--|-----------------------|---|
| <b>Key Activities (add more lines as appropriate)</b>  | <b>Timescales</b>     | <b>Performance Measures</b>                                 |
| <b>Support B&amp;NES key sector networks and initiatives</b>   | <b>March 2013</b>     | <b>Provide 15 sector networking events within B&amp;NES</b> |
| <b>Develop a concept and implement a Technology Hub in Bath to support our creative industries</b>               | <b>September 2012</b> | <b>Technology Hub operational</b>                           |
| <b>Manage quarterly meetings of the B&amp;NES Economic Partnership and deliver an annual business conference</b> | <b>Quarterly</b>      | <b>Number of meetings held</b>                              |
|  |                       |   |
|  |                       |   |

**Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:**

| <b>Strategic Objective</b>                                       | <b>Contributes – Y/N?</b> | <b>Relevant Outcomes</b> |
|--|---------------------------|--------------------------|
| <b>1. Promoting independence and positive lives for everyone</b> | <b>Y</b>                  | <b>E</b>                 |
| <b>2. Creating neighbourhoods where people are proud to live</b> | <b>Y</b>                  | <b>E</b>                 |
| <b>3. Building a stronger economy</b>                            | <b>Y</b>                  | <b>A, B, C, D</b>        |
| <b>4. Developing resilient communities</b>                       | <b>Y</b>                  | <b>A</b>                 |

## **Priority 2:**

|   |  |
|---|--|
| <b>Details of Service Priority</b>      | <b>Support businesses to start and grow across the District</b>  |
| <b>Impact on local community</b>        | The creation of additional jobs in the economy from new start ups, growing businesses and re-locations |
| <b>Groups of service users affected</b> |  |

| Key Activities  | Timescales         | Performance Measures         |
|---|--------------------|------------------------------|
| Provide business advice via a start-up service delivered through a Service Level Agreement  | March 2013         | Support 970 local businesses |
| Develop a local economic action plans for Radstock and Westfield and Midsomer Norton  | March 2013         | Plans submitted              |
| Deliver a clearly articulated vision for a long term sustainable creative hub in Bath   | July 2012          | Report submitted to cabinet  |
| Provide regular information updates to key businesses   | Quarterly          | 4 bulletins a year issued    |
| Officer visits to local businesses in B&NES to address their needs  | March 2013         | 50 business visits           |
| <b>Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:</b> |                    |                              |
| Strategic Objective   | Contributes – Y/N? | Relevant Outcomes            |
| 1. Promoting independence and positive lives for everyone   | Y                  | E                            |
| 2. Creating neighbourhoods where people are proud to live   | Y                  | E                            |
| 3. Building a stronger economy  | Y                  | A, B, C, D                   |
| 4. Developing resilient communities   | Y                  | A                            |

### Priority 3:

|                                  |  |
|----------------------------------|--|
| Details of Service Priority      | To provide economic intelligence that will inform decisions so that economic regeneration interventions benefit the life chances and improved health of all B&NES residents. |
| Impact on local community        | Ensure that Council services can respond to economic challenges that arise   |
| Groups of service users affected |  |

| Key Activities  | Timescales | Performance Measures                           |
|---|------------|--|
| Develop our relationships with key University departments with relevance to economic regeneration | March 2013 | 2 student placements working with the EEB team |
| Provide economic analysis of the impact of key council projects as requested                      | March 2013 | 2 economic studies published                   |
| Maintain a quarterly and annual economic wellbeing report, based on the Economic Strategy targets | Quarterly  | Quarterly reports published                    |
|   |            |  |
|   |            |  |

**Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:**

| Strategic Objective                                       | Contributes – Y/N? | Relevant Outcomes |
|---|--------------------|-------------------|
| 1. Promoting independence and positive lives for everyone | N                  |                   |
| 2. Creating neighbourhoods where people are proud to live | Y                  | E                 |
| 3. Building a stronger economy                            | Y                  | A, B, D           |
| 4. Developing resilient communities                       | Y                  | A, B              |

#### Priority 4:

|                                  |   |
|----------------------------------|---|
| Details of Service Priority      | To deliver homes to meet the needs of an expanding economy.                 |
| Impact on local community        | Developing sustainable communities where people are proud to live and work. |
| Groups of service users affected |   |

| Key Activities  | Timescales         | Performance Measures                            |
|---|--------------------|---|
| Deliver the approved highways scheme that will enable the development of the NRR scheme   | October 2012       | Completion of highway works                     |
| Carry out the joint procurement of the next phase of the BWR Infrastructure works that will allow the next phase of the housing delivery            | December 2012      | Procurement of the phase 2 Infrastructure works |
| Work with the owners and appointed Developers for the Somerdale Redevelopment to bring forward an outline planning application                      | December 12        | Outline planning application submitted          |
| Arrange a promotional event to demonstrate to the Industry that B&NES is a place where housing development will take place                          | September 12       | Event delivered                                 |
| <b>Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:</b> |                    |   |
| Strategic Objective   | Contributes – Y/N? | Relevant Outcomes                               |
| 1. Promoting independence and positive lives for everyone   | N                  |   |
| 2. Creating neighbourhoods where people are proud to live   | Y                  | A,B,D,E   |
| 3. Building a stronger economy  | Y                  | A,B,C,D   |
| 4. Developing resilient communities   | Y                  | B,C,D   |

| <b>Priority 5:</b>          |   |
|-----------------------------|---|
| Details of Service Priority | Deliver development projects that contribute to the cultural, economic and built environments of the Districts unique places. |
| Impact on local community   | Vibrant and sustainable communities where people want to live and work  |



|   |                           |   |
|---|---------------------------|---|
| <b>Groups of service users affected</b>   |                           |   |
| <b>Key Activities</b>   | <b>Timescales</b>         | <b>Performance Measures</b>                         |
| <b>Hold a series of public events that promotes B&amp;NES development opportunities to both public and potential developers</b>                     | December 12               | Events competed                                     |
| <b>Create the Bath Enterprise Area which will enable the development of key employment sites</b>  | March 13                  | Enterprise Area established                         |
| <b>Completion of the Southgate Redevelopment Project</b>  | March 13                  | Project completion                                  |
| <b>Implement the agreed scheme for the London Road Regeneration project</b>   | September 12              | Works commenced on site                             |
| <b>Develop and publish marketing materials for the Bath City Riverside Enterprise Area</b>  | June 2012                 | Suite of marketing materials developed and in place |
| <b>Progress the Keynsham Regeneration project to a successful planning application and commence work on site</b>                                    | September 2012            | Work commenced on site                              |
| <b>Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:</b> |                           |   |
| <b>Strategic Objective</b>  | <b>Contributes – Y/N?</b> | <b>Relevant Outcomes</b>                            |
| 1. Promoting independence and positive lives for everyone   | Y                         | D   |
| 2. Creating neighbourhoods where people are proud to live   | Y                         | B,C,D,E   |
| 3. Building a stronger economy  | Y                         | A,B,C,D   |
| 4. Developing resilient communities   | Y                         | A,B,C,D   |

## Priority 6:

|                                    |  |
|------------------------------------|--|
| <b>Details of Service Priority</b> | <b>Delivery of the Councils capital programme in a cost effective way and on time through excellence in project management</b> |
|------------------------------------|--|

| <b>Impact on local community</b>  | Capital projects delivered on time and budget providing value for money for the residence of B&NES |                                  |  |
|---|--|----------------------------------|--|
| <b>Groups of service users affected</b>   |  |                                  |  |
| <b>Key Activities</b>   | <b>Timescales</b>  | <b>Performance Measures</b>      |  |
| <b>Achieve full programme entry for the Bath Transportation Package and commence implementation</b>                     | July 2012  | Project implementation commenced |  |
| <b>Complete the Oldfield Sports Hall Project to the agreed budget</b>   | September 2012   | Project Completion               |  |
| <b>Complete the Wellsway Sports Hall to the agreed budget</b>   | December 2012  | Project Completion               |  |
| <b>Develop a detailed planning application for the agreed option for the Flood Compensation Storage scheme for Bath</b> | December 2012  | Planning application submitted   |  |
| <b>Implementation of the High Street public realm improvements</b>  | December 2012  | Project Completion               |  |

**Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:**

| <b>Strategic Objective</b>                                | <b>Contributes – Y/N?</b> | <b>Relevant Outcomes</b> |
|---|---------------------------|--------------------------|
| 5. Promoting independence and positive lives for everyone | Y                         | A,B,D                    |
| 6. Creating neighbourhoods where people are proud to live | Y                         | C,D,E,F                  |
| 7. Building a stronger economy                            | Y                         | A,B,C,D                  |
| 8. Developing resilient communities                       | Y                         | B,C,D                    |

### Appendix 1 – Key Performance Measures and Targets 2012/13

| <b>Service Priority no</b> | <b>Key Measure(s)</b>   | <b>2012/13 Target(s)</b> | <b>Strategic Objective(s)</b> | <b>Outcomes(s)</b> |
|----------------------------|-------------------------|--------------------------|-------------------------------|--------------------|
|                            | NI 154 – Homes Provided | TBC                      | Housing Delivery              |                    |

|          |  |                 |                            |  |
|----------|--|-----------------|----------------------------|--|
|          | <b>NI155 – Affordable Homes Provided</b>         | <b>TBC</b>      | <b>Housing Delivery</b>    |  |
| <b>2</b> | <b>Business assisted – through Council SLA's</b> | <b>970</b>      | <b>Supports Priority 2</b> |  |
| <b>2</b> | <b>Business enquiries – phone or web based</b>   | <b>120</b>      | <b>Supports Priority 2</b> |  |
| <b>2</b> | <b>Desk space/incubation space created</b>       | <b>2000 ft2</b> | <b>Supports Priority 2</b> |  |
|          |  |                 |                            |  |
|          |  |                 |                            |  |