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**Date:** Date Not Specified

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**To: All Members of the Resources Policy Development and Scrutiny Panel**

Councillor John Bull  
Councillor Manda Rigby  
Councillor Colin Barrett  
Councillor Charles Gerrish  
Councillor Dave Laming  
Councillor Chris Watt  
Councillor Nigel Roberts  
Councillor Paul Myers

Chief Executive and other appropriate officers  
Press and Public

Dear Member

**Resources Policy Development and Scrutiny Panel: Monday, 16th January, 2012**

You are invited to attend a meeting of the **Resources Policy Development and Scrutiny Panel**, to be held on **Monday, 16th January, 2012 at 5.30 pm** in the **Council Chamber - Guildhall, Bath.**

The agenda is set out overleaf.

Yours sincerely

Michaela Gay  
for Chief Executive

**If you need to access this agenda or any of the supporting reports in an alternative accessible format please contact Democratic Services or the relevant report author whose details are listed at the end of each report.**

*This Agenda and all accompanying reports are printed on recycled paper*

## NOTES:

- 1. Inspection of Papers:** Any person wishing to inspect minutes, reports, or a list of the background papers relating to any item on this Agenda should contact Michaela Gay who is available by telephoning Bath 01225 394411 or by calling at the Riverside Offices Keynsham (during normal office hours).
- 2. Public Speaking at Meetings:** The Council has a scheme to encourage the public to make their views known at meetings. They may make a statement relevant to what the meeting has power to do. They may also present a petition or a deputation on behalf of a group. Advance notice is required not less than two full working days before the meeting (this means that for meetings held on Wednesdays notice must be received in Democratic Services by 4.30pm the previous Friday)

The public may also ask a question to which a written answer will be given. Questions must be submitted in writing to Democratic Services at least two full working days in advance of the meeting (this means that for meetings held on Wednesdays, notice must be received in Democratic Services by 4.30pm the previous Friday). If an answer cannot be prepared in time for the meeting it will be sent out within five days afterwards. Further details of the scheme can be obtained by contacting Michaela Gay as above.

- 3. Details of Decisions taken at this meeting** can be found in the minutes which will be published as soon as possible after the meeting, and also circulated with the agenda for the next meeting. In the meantime details can be obtained by contacting Michaela Gay as above.

Appendices to reports are available for inspection as follows:-

**Public Access points** - Riverside - Keynsham, Guildhall - Bath, Hollies - Midsomer Norton, and Bath Central, Keynsham and Midsomer Norton public libraries.

**For Councillors and Officers** papers may be inspected via Political Group Research Assistants and Group Rooms/Members' Rooms.

- 4. Attendance Register:** Members should sign the Register which will be circulated at the meeting.
- 5. THE APPENDED SUPPORTING DOCUMENTS ARE IDENTIFIED BY AGENDA ITEM NUMBER.**
- 6. Emergency Evacuation Procedure**

When the continuous alarm sounds, you must evacuate the building by one of the designated exits and proceed to the named assembly point. The designated exits are sign-posted.

Arrangements are in place for the safe evacuation of disabled people.

**Resources Policy Development and Scrutiny Panel - Monday, 16th January, 2012**

**at 5.30 pm in the Council Chamber - Guildhall, Bath**

**A G E N D A**

1. WELCOME AND INTRODUCTIONS

2. EMERGENCY EVACUATION PROCEDURE

The Chair will draw attention to the emergency evacuation procedure as set out under Note 6.

3. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

4. DECLARATIONS OF INTEREST UNDER THE LOCAL GOVERNMENT ACT 1972

Members who have an interest to declare are asked to:

- a) State the Item Number in which they have the interest
- b) The nature of the interest
- c) Whether the interest is personal, or personal and prejudicial

Any Member who is unsure about the above should seek advice from the Monitoring Officer prior to the meeting in order to expedite matters at the meeting itself.

5. TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

6. ITEMS FROM THE PUBLIC OR COUNCILLORS - TO RECEIVE DEPUTATIONS, STATEMENTS, PETITIONS OR QUESTIONS RELATING TO THE BUSINESS OF THIS MEETING

At the time of publication no notifications had been received.

7. MINUTES (Pages 5 - 12)

To be confirmed as a correct record and signed by the Chair.

8. MEDIUM TERM PLAN ISSUES (Pages 13 - 26)

This report covers issues identified by the Panel at their November 2011 meeting as needing further consideration.

9. SERVICE ACTION PLANS (Pages 27 - 184)

This report sets out the Service Action Plans for the Panel.

Equality Impact Assessments for Financial Plans are available on Council's website on the following link

<http://www.bathnes.gov.uk/communityandliving/equality/Pages/FinancialPlans.aspx>

10. CABINET MEMBER UPDATE

This will be a verbal update.

11. PANEL FUTURE WORKPLAN (Pages 185 - 192)

The Committee Administrator for this meeting is Michaela Gay who can be contacted on 01225 394411.

**BATH AND NORTH EAST SOMERSET**

**RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL**

Monday, 21st November, 2011

**Present:-** Councillors John Bull (Chair), Manda Rigby (Vice-Chair), Colin Barrett, Charles Gerrish, Dave Laming, Chris Watt and Nigel Roberts

Councillor Robin Moss (Chair of Economic and Community Development Policy Development Panel)

**Also in attendance:** William Harding (Head of Human Resources), Tom McBain (Divisional Director - Property), Andrew Pate (Strategic Director – Resources), Tim Richens (Divisional Director - Finance) and David Trethewey (Divisional Director - Policy & Partnerships)

**24 WELCOME AND INTRODUCTIONS**

The Chairman welcomed everyone to the meeting.

**25 EMERGENCY EVACUATION PROCEDURE**

The Chairman drew attention to the emergency evacuation procedure.

**26 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

There were none.

**27 DECLARATIONS OF INTEREST UNDER THE LOCAL GOVERNMENT ACT 1972**

There were none.

**28 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN**

There was none.

**29 ITEMS FROM THE PUBLIC OR COUNCILLORS - TO RECEIVE DEPUTATIONS, STATEMENTS, PETITIONS OR QUESTIONS RELATING TO THE BUSINESS OF THIS MEETING**

Raj Lalla - Bath Racial Equality Council, made a statement to the Panel asking for continued support [a copy of the statement can be found on the Panel's Minute Book].

**30 MINUTES - 12 SEPTEMBER 2011**

The Panel confirmed the minutes of the previous meeting as a true record and they were duly signed by the Chairman.

### **31 KEYNSHAM TOWN CENTRE REGENERATION AND WORKPLACES PROJECT UPDATE**

The Panel received a presentation from Tom McBain Divisional Director - Property and Derek Quilter Divisional Director - Major Projects. The presentation covered the following:

Workplaces Programme Update - Progress to Date  
Keynsham Regeneration Project - Public Consultation Feedback  
Project Response  
Keynsham Regeneration Project - Review of Funding Options  
Issues/Next Steps  
(A full copy of the presentation is held on the minute book for this Panel)

Panel members raised the following points and asked the following questions:

The Strategic Director and the Finance Divisional Director explained the capital receipt and internal borrowing (option 5 in the presentation) following a question from Councillor Chris Watt.

Councillor Nigel Roberts asked about sustainability and cycling as part of the overall plan. Derek Quilter, Major Projects explained that a new bus station, better cycle routes, cycle parks and storage facilities were being looked at. He further explained that in the long term, some work at the train station in Keynsham was being considered.

Councillor Gerrish stated that it was useful to see information on the rent being paid on buildings being vacated, he asked what these costs would be over sixty years and whether this would mean there would be a saving. The Strategic Director explained that the report to Cabinet would refer to this and that the whole project is designed to achieve a 10% return. He further explained that to stay in existing accommodation would incur a substantial cost.

Councillor Gerrish asked several questions. He asked if the Ashton Way car park could be decked; if any air quality management issues had been considered regarding the road layout and would the clock still be visible from the High Street. Derek Quilter - Major Projects explained that restricted covenants meant that decking at Ashton Way was discounted; traffic modelling is being carried out with a view to keeping the traffic moving which causes less pollution; the clock would be visible from the High Street.

Following a questions from Councillor Gerrish about the reflection of the brass, the Divisional Director explained that it would fade down to a matt appearance but that he would consider glare issues with regard to the material planned for the One Stop Shop.

Following an invitation from the Chair, there was a question and answer session with members of the public and officers:

Q: Will the material used mean the buildings look shabby in the future?

A: The ground floor of the building will be natural stone, the upper parts will be glass or brass. Brass will fade to a certain level and then stay the same without maintenance.

Q: We would like a start and end date as the High Street will continue to deteriorate while this is uncertain.

A: Subject to Cabinet approval (December 2011) and Planning approval (January 2012) the project can start in August 2012.

Q: Will the development plans for the fire station and Riverside hold up the start of the main project?

A: The planning application will be for the main site only and will not be held up by the negotiations on other buildings.

Q: Residents will be looking for better traffic flow, is a gyratory system favoured?

A: We will do some traffic modelling around the gyratory issue, the initial feeling is a two way system would improve the situation.

Q: Would the savings you will make on rent, pay for the redevelopment sooner than sixty years?

A: There is a sixty year model for the project, savings start to be made within 3-4 years.

Q: How many shop units are planned?

A: 20,000 square feet. There is currently 15,000 square feet.

Q: Can you put something in the contract about the height restriction?

A: Height will be part of the planning conditions.

Q: Why has the 60's style been chosen?

A: It is a modern design.

Q: How much guaranteed availability for community use will there be in the civic centre?

A: The civic centre will be open 8am-10pm, it will be available for hire.

Q: Where will the new fire station be?

A: We don't know the exact location yet but it will be somewhere in or close to the centre of Keynsham.

The Chairman thanked all members of the public for their contribution and reminded them that they could have further input at the planning application stage.

The Cabinet Member for Community Resources - Councillor David Bellotti updated the Panel on this issue:

Councillor Bellotti explained that this project was at the consultation stage. He stated that this was a testing time to do any development and explained that all methods of funding were being considered.

He explained that Councillor Symonds Cabinet Member for Transport was seriously looking at a one way system which would give the opportunity in the High Street for wider pavements. He explained that the administration would be taking into account the income that the whole development generates as Keynsham will become much more prosperous and there will be added value.

Panel members raised the following points and asked the following questions:

Councillor Watt asked a question on the sensitivity analysis in terms of predicting things like rent increases for shops. Councillor Bellotti explained that there would be an increase in rents for shops when the project is completed and a 60% occupancy rate would match the current rental income. He explained that no retail (other than the anchor tenant) would sign up 2-3 years in advance so it would not be possible to get 20,000 square feet filled before the project started.

The Strategic Director explained that to go forward, this project must have Cabinet approval and the funding would go to full Council and it will then go through the planning process. He explained that the project is the retail area, one stop shop and offices above but outlining areas (riverside/fire station) will inform this, but the main project will be done first.

Councillor Gerrish stated that he would like to think that, regarding rental increases, consideration will be given to existing tenants who will have been through a period of uncertainty. He also stated that rents should not be set for long periods. Councillor Bellotti agreed that there needed to be a mix of rental agreements.

The Chairman thanked everyone and announced that the Panel would look at the finances of the project in the spring 2012.

## **32 MEDIUM TERM SERVICE AND RESOURCE PLANS (INCORPORATING CABINET MEMBER UPDATE)**

*[Note: Councillor Robin Moss - Chair of Economic and Community Development Policy Development Panel was present and joined the debate on this item].*

Andrew Pate Strategic Director - Resources introduced the report. He explained that members are asked to identify any issues requiring further consideration and highlighting as part of the service action plans and budget reports to be considered in January 2012 by the Panel. *[Note: issues identified by the Panel as requiring further consideration are listed at the end of this minute].*

Panel members raised the following points and asked the following questions:

Councillor Gerrish referred to future changes in the benefit system (page 46 of the report) and asked for reassurance on the constructive estimates. The Director explained that there were big changes ahead for this service with the Universal Credits and new Council Tax Benefit system. He explained that an internal team had been set up to look at the detail and consider possible one off resource



requirements. He reminded the Panel that they had a session planned on this subject on 16th January 2012. Councillor Gerrish stated that he was concerned not to lose experienced staff in the short term. The Director explained that the service is looking to keep experienced staff.

Councillor Colin Barrett asked what ICT provision (page 48 of the report) the authority would have if Mouchel could no longer provide the service. The Director explained that the contract with Mouchel ends during 2013 when the authority will decide whether or not to extend the contract. He explained that assets used by Mouchel (such as servers, licenses etc) were owned by the Council. Councillor Barrett stated that there was a need to safeguard for the future given the authority's heavy reliance on ICT.

Councillor Robin Moss (Chair of the Economic and Community Development Policy Development Panel) asked about the risk assessment on pension predictions and the implications of a diminishing workforce due to employees transferring to Sirona Care and Health. The Director explained that the Council is the lead authority for the Avon Pension Fund and any issues on this are reported to the Pensions Committee. He further explained that the pensions issue also affects the authority as an employer and the Hutton Enquiry is looking at pressures on employers. He explained that any change in the future employer rate (for Sirona staff) would be the responsibility of Sirona. He also explained that the Avon Pension Fund scheme is closed to new employees or Sirona.

Councillor Chris Watt asked if any of the new academies had stopped using the Human Resources and Payroll services and if there was flexibility in the service if academies opt out in the future. William Harding - Head of Human Resources explained that one academy had stopped using People Services. He further explained that there is already a trade with schools so there is some flexibility in the workforce to adapt if necessary.

Councillor Charles Gerrish raised concerns on the proposed reductions in the Voluntary Sector Grants and the effects this would have on organisations such as the Racial Equality Council. He added that in the current climate of rising unemployment, such groups may have a higher workload. David Trethewey Divisional Director - Policy and Partnerships explained that currently groups are funded until June 2012 and that in the next round of funding there would be less money available. He explained that there was the opportunity to focus on the most impactful services.

Councillor Robin Moss explained that the Economic and Community Development PDS Panel had been doing some work around voluntary sector grants and that he had concerns about the risk to external funding if grants are cut. He also had concerns about cuts in the Equalities budget considering that there had been recent cases with adverse court judgements for Councils. He also asked if there was a risk of inconsistency if each department did their own Equalities Impact Assessments. The Divisional Director - Policy and Partnerships explained that the Equalities service would still be centrally co-ordinated but that it would be a reduced service. The Strategic Director explained that Equalities Impact Assessments would be available at the January 2012 meeting of the Panel.

Councillor Gerrish stated that there would be implications for the workload of the electoral service if the government make changes in voter registration.

Councillor Watt asked if Overview and Scrutiny Panels received information on the corporate budget lines. The Cabinet Member for Community Resources explained that this panel always see the final budget at their February meeting.

Councillor John Bull asked about Improvement and Performance and if there could be any savings in the back office service.

Councillor Nigel Roberts pointed to the spend on ICT and asked about a measure of the value or outcomes of this. Councillor Bellotti - Cabinet Member for Community Resources asked that the Panel do some work on ICT going forward.

The Panel raised concerns about Community Safety and proposed cuts.

The Chairman thanked officers for the clear information before them.

Panel members identified the following issues as requiring further consideration as part of the service action plans and budget reports to be considered in January 2012:

- Revenues and Benefits - future changes in the service and maintaining levels of experienced staff.
- Electoral Services - future change in voter registration and implications for increased workload.
- Corporate Budget Lines - more information was requested on this area.
- Improvement and Performance - the panel wished to look at possible savings in this area especially from performance management.
- IT and Transformation - the panel wished to see more information and reassurance on the Mouchel contract. Also on IT, the panel asked if there was a measure of value/output.
- Equalities - the panel had concerns on reductions proposed.
- Community Safety - the panel had concerns on reductions proposed.

### **33 FUTURE WORKPLAN**

The Panel noted their future workplan, adding the following items to the 'items to be scheduled' list:

- Keynsham Regeneration - Progress Review
- Carbon Reduction

The meeting ended at 9.35 pm

Chair(person) .....

Date Confirmed and Signed .....



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<b>Bath &amp; North East Somerset Council</b>		
MEETING:	Resources Policy Development & Scrutiny Panel	
MEETING DATE:	16 January 2012	AGENDA ITEM NUMBER
TITLE:	Resources Medium Term Plan – Issues from November Panel meeting	
WARD:	ALL	
<b>AN OPEN PUBLIC ITEM</b>		
<b>List of attachments to this report:</b>		
<p>Appendix 1 - Performance Management Resources            Appendix 2 - ICT – Mouchel plus measures of output &amp; value            Appendix 3 - Community Safety Savings proposals and budget analysis</p>		

## 1 THE ISSUE

1.1 Panel members identified the following issues as requiring further consideration as part of the service action plans and budget reports to be considered in January 2012:

- Revenues and Benefits – future changes in the service and maintaining levels of experience staff.
- Electoral Services – future change in voter registration and implications for increased workload.
- Corporate Budget Lines – more information was requested on this area.
- Improvement and Performance – the Panel wished to look at possible savings in this area, especially from performance management.
- IT and Transformation – the Panel wished to see more information and reassurance on the Mouchel contract. Also on IT, the Panel asked if there was a measure of value/output.
- Equalities – the Panel had concerns on reductions proposed.
- Community Safety - the Panel had concerns on reductions proposed.

1.2 This report sets out brief answers to those questions and supplements the service action plans which are also on the agenda. By reading the notes to this report in conjunction with the service action plans the full information should be obtained.

## **2 RECOMMENDATION**

The Resources Policy Development & Scrutiny Panel is recommended to:

- 2.1 Note the answers to the questions and formulate any recommendations to the Cabinet and relevant portfolio holder as appropriate.

## **3 FINANCIAL IMPLICATIONS**

- 3.1 These are set out in the report and also appears alongside the Service Action Plans. The totals for the department remain the same as when the Medium Term Plan was drafted and financial impacts published in November.

## **4 THE REPORT**

### **4.1 Customer Services Revenues and Benefits:**

- The Service Action Plan explains the changes taking place and these have been designed to ensure that experienced staff is retained to help manage the related project work associated with Universal Credits and the new Council Tax Benefits system.
- A separate meeting of the panel is being organised, probably sometime in March, to discuss these changes including the impact on the Council's front office/one stop shops.
- The regulations for Council Tax Benefits are only just emerging and a project delivery plan is being developed. This will need to be done in conjunction with the software suppliers and there is provision for a national model scheme but with local variations encouraged.

### **4.2 Electoral Services:**

- The issues raised relating to voter registration were discussed at the special panel meeting on 14<sup>th</sup> December 2011. The resource implications of the changes do not apply until 2013/14.

### **4.3 Corporate Budget Lines:**

- These will be set out in the Resources PDS meeting scheduled for the 6<sup>th</sup> February alongside the feedback from other panels. This timing enables the corporate lines to be reviewed in a corporate context rather than a departmental/panel specific context.

### **4.4 Improvement and Performance:**

- The level of resources required for the performance management function was questioned at the November meeting given the changes to the performance management requirements of Councils and some recent simplifications. A note setting out the detail is attached as Appendix 1.

### **4.5 Information Technology:**

- The panel asked for more information about the Mouchel contract and also measures of output and value. Information is attached as Appendix 2.

- The possible extension of the Mouchel contract is presently under consideration and the panel will be verbally updated. The Council's position is protected in that the staff are locally based and the relevant assets remain in the ownership of the Council. TUPE applied when the contract was established and will also apply when it comes to an end.
- The panel may also wish to review the emerging IT strategy at a future date. The strategy will help a series of savings in future years but also some improvements with rationalisation of systems, mobile working, flexibility through thin client to replace desk top devices etc.
- The Service Action Plan shows the savings at departmental level in 2012/13. Only about a third of the IT budget is in the Resources department. The rest relates to spend within the various services and a significant proportion is not with Mouchel.

#### 4.6 Equalities:

- A saving of £70,000 equivalent to or 40% of the Equality budget is proposed. This will be achieved by reduced staffing (approximately one FTE) and a reduction in the corporate reasonable adjustment budget.
- This means that services, elected members and strategic partners will need to address issues of inequality, discrimination and unfair treatment in employment and service delivery with less independent advice, guidance and support. The intention is to achieve efficiencies and build on the improvements recently achieved whereby equalities is mainstreamed into services.
- Services will have reduced opportunity to supplement their own budget when having to provide alterations to the working environment for Disabled staff. The existing budget has been underspent so there is no evidence at this stage that this reduction will give rise to unmet needs.

#### 4.7 Community Safety:

- The Panel expressed concern about the level of savings. The savings proposed are to absorb the loss of grant of £61,000 and a further cut of £95,000. The remaining grant from Government of £62,500 is expected to be lost in the following year (2013/14). A Police & Crime Commissioner is expected to be elected in November 2012 but there is uncertainty about the budget that the commissioner will have for community safety albeit the funding for Councils is being removed.
- A note setting out the detail is attached as Appendix 3.

## 5 RISK MANAGEMENT

- 5.1 A risk assessment of the Council's budgets and reserves will be contained in the final budget papers to be presented to Cabinet and Council in February.

**6 EQUALITIES**

6.1 The associated equalities impact assessments are published on the Council website and a link will be provided for panel members. To be lawful the decision making process needs to take into account equalities issues.

**7 CONSULTATION**

7.1 The corporate implications of this report have been considered by Strategic Directors Group (SDG), including the Section 151 Finance Officer; Chief Executive and Monitoring Officer.

7.2 Further consultation has taken place as part of the previous Corporate Plan and Sustainable Community Strategy processes. Members of the Council are being consulted about the emerging new Vision and Values.

**8 ISSUES TO CONSIDER IN REACHING THE DECISION**

8.1 All the following issues are relevant to Service Action Planning: *Social Inclusion; Customer Focus; Sustainability; Human Resources; Property; Young People; Human Rights; Corporate Plan; Health & Safety; Impact on Staff; the Legal Considerations.*

**9 ADVICE SOUGHT**

9.1 The Council's Monitoring Officer (Council Solicitor) and Section 151 Officer (Divisional Director - Finance) have had the opportunity to input to this report.

<b>Contact person</b>	<i>Andrew Pate, Strategic Director - Resources - tel 01225 477300</i>
<b>Background papers</b>	<i>Equalities Impact Assessments</i>
<b>Please contact the report author if you need to access this report in an alternative format</b>	



## PERFORMANCE MANAGEMENT RESOURCES

**Introduction**

At the November meeting of this Panel, Members asked whether it was possible to make further savings in the Performance Service as a result of changes in the Government's Inspection regime.

**Current position**

1. The Government has :
  - reduced the corporate inspection regime for Councils
  - rationalised corporate performance reporting
  - introduced three new Statutory Performance frameworks
2. The Performance Service was previously resourced to manage the corporate inspection regime and all performance management arrangements to meet both government and Council's own internal management requirements. The service comprised 11 staff with a total budget of £780k.
3. The Council's performance management requirements remain a key element of business management irrespective of government requirements. These are currently being reviewed by Senior Managers to ensure they reflect emerging changes in priorities.
4. Inspections previously involved staff from Adults and Children's Services dealing specifically with OFSTED and CQC and corporately within the Performance Team dealing with the broader council corporate inspection
5. The level of specific inspection for Adults and Children's services( People & Community Services ) has not reduced and has in fact increased. The Performance Team will continue to support and assist with these inspections as revised arrangements develop.
6. The reduction in corporate inspection has already been addressed with a reduction of c50% in the staffing of the Performance Team to 4 dedicated staff and a reduction in the overall budget of c£300k (38%) in the last two years. The £51k saving included within this Service Action Plan represents the final element of the Performance Team reshaping and downsizing to create the overall £300k saving.

**For information the service has been reshaped to meet the needs of the future organisation and comprises two key functions :**

***Strategic Performance:***

Research analysis and evaluation of key national and local performance related information to:

- inform decision making,
- assess performance and VFM,
- challenge levels of performance to improve outcomes
- ensure the organisation is transparent and accountable.

***Improvement (Including Culture Development)***

- the development of the systems, processes and behaviours for effective performance management ensuring that accurate and timely management information is readily available
- Creating a 'Performance Management culture' at all levels of the organisation as part of the Councils culture development programme which this team is also responsible for managing.

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## ICT – MOUCHEL PLUS MEASURES OF OUTPUT AND VALUE

*IT and Transformation - the Panel wished to see more information and reassurance on the Mouchel contract. Also on IT, the Panel asked if there was a measure of value/output.*

### Information and reassurance on the Mouchel contract

#### Background

- 2003 - Hyder Business Services (HBS) were awarded the contract for ICT and People Services (payroll and HR transactions) and a Business Improvement Service (BIS) on 1<sup>st</sup> August 2003 following a lengthy competition process.
- 2007 - HBS were taken over by Mouchel. Also in 2007 the BIS was decommissioned in agreement with Mouchel.
- 2013 - The Council's Contract expires on 31<sup>st</sup> July 2013 and Mouchel have presented to the Council detailed Business Cases proposing a contract extension for both ICT and PS service areas.
- All assets are owned by the Council.
- Council-wide spend on ICT is approximately £8m, only one third is managed by the IT Client
- The other two thirds consist of supplier maintenance, licences, developments and staff support costs procured by and spent by services. Approximately 600+ systems are operated across the Council.
- The ICT Service Plan presented to Members on 16 January sets out a number of challenges and planned activities which are to: centrally control and govern all ICT activity (spend, investment, development etc) across the Council; to rationalise the systems portfolio, focusing on fewer systems that can be used by more services and reduce overall spend on ICT.
- Enterprise Architecture work has concluded and is being incorporated into a radical IT Strategy which is expected to be finalised by the end of March 2012, ready for approval by Strategic Directors Group in April.
- **The Panel is invited to contribute to the development of this strategy.**

#### Measures of output / value

- Mouchel has been a reliable ICT infrastructure provider for the Council, ensuring service continuity, good helpdesk support services and a good out-of-hours response, particularly when there have been incidents ranging from snow to fire and loss of power to buildings, though the management and approach to projects and business innovation has not always been as successful.
- Performance of service delivery and project is measured through monthly KPI reports and status reports and annual customer satisfaction surveys.
- The ICT function has been part of a Cipfa benchmarking group since 08/09.
- Cipfa advise that the benchmarking information *...is a tool to help you take a view on the value for money provided by your corporate support services.*
- The Council's ICT function is benchmarked against all other members of the benchmarking club. Performance over the last two years is summarised at Appendix 1.
- This shows that there have been some improvements in some cost indicators, in incident responses and performance, though overall the service is about the same 09/10 and 10/11.
- It should also be noted that benchmarking data is indicative only, what one Council includes in a score and what another includes will not always be the same, however having the Unitary Authority average, Lower Quartile, Median and Upper Quartile measures gives a good indication of where we are.

In terms of efficiency, Mouchel has worked with the IT Client over the last few years to deliver:

- Invoice 1 contract reductions of over £800K between 10/11 and 12/13, with no reductions in service
- We have reduced pressures on IT reserves by a further £1.2m.

The Transformation Service Plan makes reference to the key works planned in regards to ICT including a cash savings target of £1m reduced spend, without reducing service. This will be achieved by implementing the ICT plan and is not

dependent upon any individual supplier. These savings are linked to the emerging IT strategy and are to be delivered over three years and are on top of significant savings already achieved.

## ANNEX 1 - 09/10 performance compared to 10/11

	09/10	UA avge	LQ	Median	UQ	10/11	UA avge	LQ	Median	UQ
ITP1 Cost of the ICT function as a % of organisational running costs	2.0%	1.6%	1.4%	1.5%	1.9%	1.9	3.4	1.3	1.8	3.7
ITS1(a) Cost of providing support per end user	£148	£475	£125	£180	£638	£146	£622	£164	£296	£459
ITS1(b) Cost of providing support per workstation	£190	£481	£156	£198	£646	£210	£651	£178	£338	£497
ITS2 End users per workstation	1.28	1.04	0.96	1.01	1.17	1.44	1.13	0.89	1.03	1.26
ITS5(a) Acquisition cost per desktop	£482	£499	£429	£482	£599	£464	£583	£429	£474	£676
ITS5(b) Acquisition cost per laptop	£878	£776	£642	£734	£873	£886	£893	£677	£866	£978
ITP3(a) Percentage of incidents resolved within agreed service levels	95.1%	88.7%	87.2%	91.3%	95.1%	97.2%	91%	88%	93.3%	96.2%
ITP3(b) Number of incidents per user	9.2	6.6	4.2	5.6	8.0	6.9	7	4.6	6.2	8.3
ITP4 Project delivery index (average score)	7.0	6.4	5.7	7.0	7.6	7	6.6	6	7	7
ITS3 Unavailability of ICT services to users	0.13%	0.16%	0.05%	0.13%	0.19%	0.11%	0.31%	0.07%	0.13%	0.49%
ITS4 % of end users are able to access the network and systems remotely	13.5%	31.1%	13.3%	22.6%	38.4%	24.1%	33.7%	13.1%	24%	43.7%
ITP6(a) Commissioner satisfaction average score	3.16	3.37	3.04	3.23	3.32	WAITING RESULTS				
ITP6(b) User satisfaction average score	3.14	3.48	3.18	3.61	3.80	WAITING RESULTS				
ITP7 Management Practice Indicators in place (averaged out of 10)	6.0	6.5	6.0	7.0	7.0	6	7	6	7	8.75
<b>Missing Data for B&amp;NES:</b> ITP5 % of the top 5 transactional based activities which are made via e-enabled channels										
ITP2 ICT Competence of end users										

**KEY:** UA avge - Authority average; LQ - Lower Quartile; Median; UQ - Upper Quartile

For cost and incidents we would wish to be as close to LQ as possible; for performance, customer satisfaction and management practices, we want to achieve UQ scores

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## COMMUNITY SAFETY SAVINGS PROPOSALS AND BUDGET ANALYSIS

### Overall Context

- Total reduction of £155,000 in 2012-13 - £60,000 of Home Office Community Safety grant and proposed £95,000 reduction in Council funding; removal of other one-off funding for projects
- Introduction of Police and Crime Commissioners in November 2012 with Home Office budgets transferring April 2013
- Reduction in detailed regulation from Home Office as to how Community Safety Partnerships work; ending of central performance framework
- New tools and powers relating to Anti Social Behaviour

### Proposed Approach

- Focus on strategic advice and support to elected members, Council and partners on community safety, including mainstreaming under “Section 17” duties; provide advice and support to elected members in ensuring local priorities are delivered through the move to PCCs
- Ensure robust strategic assessment and Community Safety Plan including support for partners and sub-groups delivering the Plan
- Continue to support the capacity of communities to identify and address community safety concerns
- Provide support for problem-solving at community level
- End operational roles; transfer these roles where appropriate to the most appropriate service areas within the Council
- Establish and pilot specific initiatives where no other service can take the lead

### Delivering this approach

- The current assessment is that there is a requirement for 2 posts (manager and officer) to deliver the approach set out above
- The manager role would focus on providing support, advice and development for elected members, partners and Strategic Directors
- The officer role would focus on building the capacity of sub-groups and communities and monitoring delivery of the Plan, including leading on specific projects and priorities
- The team would work with others to build appropriate expertise in policy areas

### Anti-Social Behaviour

- The team would retain a policy and developmental role in relation to ASB
- Casework will be addressed by Police, Somer or Council staff as appropriate
- Referrals for more complex cases will be made to the new team
- The Council will consider its contribution to this team in the context of new tolls and powers and what would add most value

### CCTV

- There remains an identified community safety requirement for 24/7 control room operation
- Budgets relating to CCTV currently within the Community Safety Budget will be reduced in line with the minimum required to meet this requirement and will be transferred to the new Communications Hub service area

### Partnership Arrangements

- The Responsible Authorities Group has hitherto reported directly to the LSP as its community safety “arm”
- It is proposed that in future a community safety working group of key partners report directly to the Health and Wellbeing Board to ensure join-up with initiatives such as community budgets and looking at wider preventative work



## Community Safety Budget

Description	Base Budget 2011-12	Base Budget 2012/13	Base Budget 2013/14	Comments
<b>REVENUE</b>				
<b>Sources Of Funds</b>				
Bath & North East Somerset Council	(310,529)	(215,529)	(215,529)	Reduction in Council budget of £95,000
Government Community Safety Grant	(123,448)	(62,500)	0	Community Safety Grant to end
Other Income	(17,125)	(17,125)	(17,125)	
Police - Payment for 1 ASB Case Officer	(29,522)			Post to end 11-12
One-off Funds	(38,116)			
<b>Total Income</b>	<b>(518,740)</b>	<b>(295,154)</b>	<b>(232,654)</b>	
<b>Staffing and Related Costs</b>				
Council- employed Staff:	182,875	85,276	85,276	Reduction in 2 FTE: team to consist of 1 Safer Communities Manager & 1 Community Safety Officer
Other Expenditure	2,537	2,537	2,537	
<b>Sub Total</b>	<b>185,412</b>	<b>87,813</b>	<b>87,813</b>	
<b>Contribution to Youth Offending Services</b>				
Team Manager post for prevention in the Youth Offending Service	27,716	0	0	Reduction in 1 FTE
<b>Sub Total</b>	<b>27,716</b>	<b>0</b>	<b>0</b>	
<b>Current Commissioned Services</b>				
Victim Support - Support to Victims & Witnesses of Crime	9,500	2,375	0	Commitment - Current Commission to end 1st July 2012
Safe & Sound - Bath Taxi Marshall Scheme	21,840	5,460	0	Commitment - Current Commission to end 1st July 2012
CCTV Control Room Staffing Contract	209,272	87,197	0	Commitment - Current Commission to end 1st September 2012
SSFP - Independent Domestic Violence Advice Service	30,000	7,500	0	Commitment - Current Commission to end 1st July 2012
EACH - Enhanced Homophobic Incident Reporting Service	9,500	2,375	0	Commitment - Current Commission to end 1st July 2012
SARI - Tackling Race Hate Incidents	9,500	3,292	0	Commitment - Current Commission to end 1st September 2012
Children's Society - Intergenerational Community Project	16,000	6,667	0	Commitment - Current Commission to end 1st September 2012
<b>Sub Total</b>	<b>305,612</b>	<b>114,865</b>	<b>0</b>	
<b>Proposed Commissioned Services</b>				
Contribution to running costs of new Communications Hub - CCTV Monitoring		54,975	94,841	New Comms Hub at Lewis House from April 2012 Commitment to supporting Orange Grove Marshalls contained in BID baseline document - proposed
Contribution to BID Night Time Marshalling		11,250	15,000	efficiency savings from joining up City Centre marshalling services
Support for Independent Domestic Violence Advice		22,500	30,000	
Support for Vulnerable Victims		3,750	5,000	Framework Contract to support vulnerable victims including victims of hate crime
<b>Sub Total</b>		<b>92,475</b>	<b>144,841</b>	
<b>TOTAL EXPENDITURE -</b>	<b>518,740</b>	<b>295,154</b>	<b>232,654</b>	
<b>NET BUDGET</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	

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<b>Bath &amp; North East Somerset Council</b>		
MEETING:	Resources Policy Development & Scrutiny Panel	
MEETING DATE:	16 January 2012	AGENDA ITEM NUMBER
TITLE:	Service Action Plans	
WARD:	ALL	
<b>AN OPEN PUBLIC ITEM</b>		
<p><b>List of attachments to this report:</b></p> <p>Service Action Plans for:</p> <p>Customer Services            Finance            Improvement &amp; Performance            Legal &amp; Democratic            Policy &amp; Partnerships            Property            Risk &amp; Assurance            Transformation</p>		

## 1 THE ISSUE

1.1 Service Action Plans to support the Resources Medium Term Service & Resource Plan are presented for consideration by the Panel:

- to enable issues to be highlighted for consideration by Cabinet in February as part of the annual budget setting process.
- To enable issues to be referred to the relevant portfolio holder in advance of Cabinet's consideration of the overall budget.

1.2 It should be noted that there is a special meeting of the Resources Policy Development & Scrutiny Panel on 6<sup>th</sup> February, at which time it is intended to take an overview of all of the comments that have been submitted by each of the Policy Development & Scrutiny Panels. This will be the final opportunity for the Resources Policy Development & Scrutiny Panel to highlight issues and options for Cabinet.

1.3 At all times it is crucial to apply financial rigour to the Service and Resource Planning process. This means that where Panels identify aspirations to increase activity or expenditure they need to be clear about how such a change will be resourced and, in particular, to identify compensating savings or sources of finance.

1.4 An issue of increasing profile is that of equality impact assessments. It is essential that equities issues are properly considered as part of the decision making process and the Panel is encouraged to review this aspect of the proposed budget and service changes.

## **2 RECOMMENDATION**

The Resources Policy Development & Scrutiny Panel is recommended to:

2.1 Comment on the Service Action Plans, taking into account the matters referred to above.

2.2 Identify any issues requiring further consideration at the special meeting of the Resources Policy Development & Scrutiny Panel on 6<sup>th</sup> February and subsequently by Cabinet in February as part of the annual Service Action Planning and Budget process.

2.3 Identify any issues arising from the draft Service Action Plans it wishes to refer to the relevant portfolio holder for further consideration in advance of the Cabinet meeting in February.

## **3 FINANCIAL IMPLICATIONS**

3.1 The financial context for Service Planning was set out in the Medium Term Plan reports to the November meetings of Policy Development & Scrutiny Panels. The draft Service Action Plans are in line with the Medium Term Plans and the budget limits used to compile those plans. There has been a move away from simply using departmental cash limits so that special factors, such as the transition within the local education authority role, demands on social care, the Change Programme etc., could be properly taken into account.

3.2 The financial climate for Local Government and the public sector has deteriorated rapidly as a result of the recession and its impact on Government debt. The Chancellor's Autumn Statement made it clear that the cuts will continue for the foreseeable future and beyond the existing comprehensive spending review period. 2012/13 is the second year in a two year national settlement for Local Government. 2013/14 will see a new financial regime and some return of Business Rates for local use.

3.3 The Local Government grant figures for the 2012/13 settlement have since been confirmed, albeit in draft. The consultation about changes in funding for academies (to so called 'top slice' from local authorities) has been put back, as has the implementation of recovery of land use planning costs. Council Tax grant will be payable to local authorities with a Council Tax increase of 0% to cover the equivalent of a 2.5% increase. Those that increase Council Tax above 3.5% will be subject to a local referendum. Government has advocated pay constraint in the public sector and their restrictions are in line with assumptions already made in the Council's Medium Term Plan. The various proposed changes to pensions have no impact in the short term. Other adjustments will be set out in the annual budget report but these are not expected to affect the interim conclusions in the various Medium Term Plans.

3.4 Business Rates will increase by 5.6% but the Council simply collects this on behalf of central Government and even when the new system comes in during 2013/14 the rate will be set nationally.

## 4 THE REPORT

4.1 This report forms part of the Service and Resource Planning process. The next steps include:

- Policy Development & Scrutiny meetings - review of Service Action Plans at all January meetings.
- Resources Policy Development & Scrutiny Panel takes overview of PDS comments – 6<sup>th</sup> February 2012
- Cabinet recommendations to Council to enable budget setting - 8th February 2012 cabinet meeting
- Council approval of budget - 14th February 2011

4.2 There is a reserve date for Council to reconsider the budget if there are any major amendments which cannot be dealt with on 14th February. The reserve date is 23rd February.

4.3 At its meeting in February the Cabinet will consider:

- The draft annual budget report so that recommendations can be made to Council
- New Vision and Values for the Council to be incorporated into a revised Corporate Plan in spring 2012.

The Medium Term Service & Resource Plans and annual Service Action Plans will be important background documents as will the various equalities impact assessments

4.4 Each Service Action Plan contains commitments for the year ahead. Those commitments support the Medium Term Plans which aim to cover the next three years, albeit that the uncertainty about the funding of years 2 & 3 has meant that only a direction of travel could be indicated for future years.

4.5 Service Action Plans and Medium Term Service & Resource Plans will be ratified by the February meeting of Council but will not be presented to the meeting of Council. They will be a relevant background paper. With that in mind it is timely for Policy Development & Scrutiny Panels to consider matters that need highlighting and to raise such matters with portfolio holders in advance of the February Cabinet meeting.

4.6 Issues highlighted by Policy Development & Scrutiny Panels will be collated and summarised for the Resources Policy Development & Scrutiny Panel meeting on 6<sup>th</sup> February. This information will also be included with the papers presented to both Cabinet and Council when the budget is considered.

**5 RISK MANAGEMENT**

5.1 A risk assessment of the Council's budgets and reserves will be contained in the final budget papers to be presented to Cabinet and Council in February.

**6 EQUALITIES**

6.1 Service Action Plans contain relevant references to equalities. An important consideration for the Panel is whether those Service Action Plans contain the right actions to help mitigate equalities issues arising from those plans.

6.2 The associated equalities impact assessments are published on the Council website and a link will be provided for Panel members. To be lawful the decision making process needs to take into account equalities issues.

**7 CONSULTATION**

7.1 The corporate implications of this report have been considered by Strategic Directors Group (SDG), including the Section 151 Finance Officer; Chief Executive and Monitoring Officer.

7.2 Further consultation has taken place as part of the previous Corporate Plan and Sustainable Community Strategy processes. Members of the Council are being consulted about the emerging new Vision and Values.

7.3 A Budget Fair was run in October 2011 to receive comments on the emerging budget plans. Separate consultation is also being arranged for the local business community.

**8 ISSUES TO CONSIDER IN REACHING THE DECISION**

8.1 All the following issues are relevant to Service Action Planning: *Social Inclusion; Customer Focus; Sustainability; Human Resources; Property; Young People; Human Rights; Corporate Plan; Health & Safety; Impact on Staff; the Legal Considerations.*

**9 ADVICE SOUGHT**

9.1 The Council's Monitoring Officer (Council Solicitor) and Section 151 Officer (Divisional Director - Finance) have had the opportunity to input to this report.

<b>Contact person</b>	<i>Andrew Pate, Strategic Director - Resources - tel 01225 477300</i>
<b>Background papers</b>	<i>Medium Term Service and Resource Plans as submitted to November meetings of Policy Development &amp; Scrutiny Panels.</i>
<b>Please contact the report author if you need to access this report in an alternative format</b>	

# **Customer services**

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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>	Ian Savigar
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<b>Lead Portfolio Holder</b>	David Bellotti
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<b>Staffing Establishment (2012/13)</b>	115.62FTE's
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### Scope of Service (size, proportions and activities)

**To understand our communities needs in order to deliver integrated public services to residents and visitors in Bath & North East Somerset at the right time, in the way that they need it and in a way that is cost effective for the whole community.**

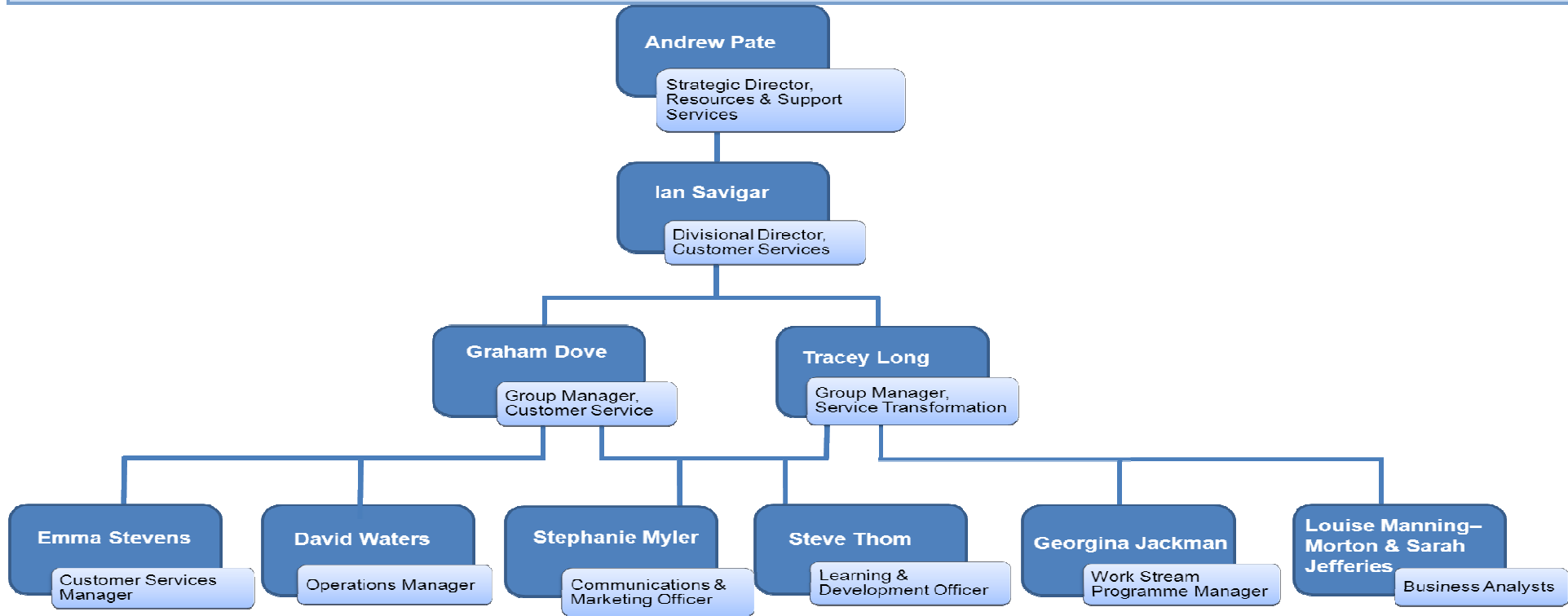
**To administer the Revenue & Benefit Services in a customer focused way which minimises loss and maximises income to the benefit of the whole community.**

#### Service Context

- Delivering face to face services for the council and with partners at 3 one stop shops, in our main population centres. With a current footfall of around 300- 400 customers per day.
- Providing telephony services via switchboard and Council Connect Contact Centre for a wide range of Council services. Handling 500 calls per day on average and 50 e-mails.
- Developing the council's approach to integrated public services with partners around life events such as "Tell Us Once" Bereavement service.
- Prompt and accurate payment of Housing and Council Tax Benefit to eligible applicants. Combined caseload of 12,000 applicants amounting to payments of £58 m in 2010/11 and rising.
- Prompt, accurate and effective annual billing & collection of Council Tax (net of any benefits or exemptions) once the annual budget for the council has been set. (Net collectable debit of £85.5m, regularly achieving 99% in year collection)
- prompt, accurate and effective annual billing & collection of Business Rates on behalf of National Government and also the collection of additional levies on behalf of Future Bath Plus for our Business Improvement district
- Provide accurate returns to government in order to realise benefits subsidy, satisfy requirements in respect of business rates
- Calculating the annual council tax base
- Protecting the Public Purse by preventing and detecting Fraud.



## Management Structure of Service



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### Service Manager Functions

Graham Dove	FTE	Tracey Long	FTE
3 One Stop Shops - (ES)	37.37	Customer Service Work Stream	6.02
Contact Centre – (ES)	11.18	• New One Stop Shop Bath (project)	
Switch Board – (ES)	2	• New One Stop Shop Keynsham (Project)	
Council Tax – (DW)	21.7	• Service Reviews (Project)	
Business Rates – (DW)	3.57	• Rural and Community service (Project)	
Housing & Ctax Benefits – (DW)	10.73	• Customer Insight (Project)	
Fraud & Visiting – (DW & ES)	7	• Channel Shift plans (Project)	

N.B. As per structure chart there is also training, comms and marketing operations not included in these numbers. Tracey Long will pull in officers to operate on specific projects as and when required and also plays a role in the strategic management of the operational service. Graham Dove, monitors and administers to Corporate Complaint Process.

## Customer Profile

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

All Residents liable for Council Tax, Certain Property Owners, Businesses, Students, landlords, Registered Social Landlords, Wide range of Internal Service Providers whose Customers access services through Council Connect; including Waste, Housing, Planning, Social Care, Parking, Concessionary Travel, Registra's etc... Partners include HMRC; Citizens Advice; Age UK; Job Centre; Pension Service etc...

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

Council Connect is responsive to change and events such as bad weather, legislative change, specific campaigns, seasonal variation etc... Major legislative change around Localism and Welfare Reform will have major impacts on service delivery over the next few years.

We are playing an active role in the consultation process relating to the design of Face to Face delivery models for the new Universal Credit which comes in to effect from October 2013, and we have requested pilot status for this project. This will replace the current system of Housing and Council Tax Benefits for customers on low incomes or out of work, including Pensioners.

The design of the new localised support for Council Tax will have a major impact on our local residents and in particular the most vulnerable members of our communities. We are still awaiting detailed guidance on how the new scheme may work and will have to conduct a consultation process before agreeing a policy for administering the new scheme.

In addition to changes in the Benefit system there are also planned changes to the Council Tax administration system from April 2013, which will enable greater discretionary powers around exemptions for things such as empty properties and second homes, these issues will also need consideration in 2012/13.

Business rate customers may also be impacted by proposals contained within the Localism Act, with the potential to widen discretionary powers.

Working with internal and external partners we aim to bring services together and deliver solutions around life events. There is also increased demand for better use of digital and web based solutions and we will be working closely with services and the web team to enable this demand to be met.

## Service Delivery

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

- **Opening New One Stop Shop in Ground Floor of Lewis House**
  - Increased partner working
  - Integrated public services
  - Delivery around life events
- **Creating Communications Hub in Lower Ground Floor of Lewis House**
  - Co-location and future integration of Switchboard; Contact Centre and CCTV
  - Dynamic proactive and real time response solutions
  - 24/7 availability
- **Channel Shift and Service re-design implementation**
  - Increased and improved use of the Web for transactional services, signposting and information provision
  - Service re-design to take advantage of standardised, simplified and shared solutions

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

- **No plans to stop or reduce services, aim is to channel shift delivery to cheaper more efficient solutions.**

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

- **Localism agenda in relation to increased discretionary powers for Business Rates Administration**
- **Use of resources to plan for changes relating to localisation of Council Tax Support and technical changes relating to Council Tax**
- **Welfare Reform Plans - Developing plans for the administration of Universal Credits and the abolition of Housing & Council Tax Benefits via other agencies**
- **Other (Internal / External) service providers having to change the offer they deliver through Council Connect, e.g. Funding to voluntary bodies - CCTV provision etc...**

## Service Costs

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

The Benefit Service is described as high performing and low cost.

The Revenue Service was average cost high performing, but subsequent reductions in cost are likely to show this in the same position. Council Connect Face to Face and Telephone service are highly respected and are run efficiently.

We aim to reduce costs in each of these areas in 2012/13 as a result of continued efficiency improvements, but are aware that there may be a need to consider additional project support to manage the huge amount of change the service is facing.

The service will again lose around £60,000 in Housing & Council Tax Administration Grant in 2012/13

Specific projects such as the Customer Service re-design work will require PID funding to enable the project to deliver its target of £1million savings across the Council.

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

- Electronic Billing for Council Tax should reduce costs and improve speed of delivery
- The system thinking review around Student Exemptions will realise additional efficiency savings in 2012/13 as a result of fewer enquiries as well as reduced printing and stationary costs.
- The Service redesign work being carried out as part of customer service work stream will enable rationalisation of systems and reduced support and maintenance costs.
- Co-location of customer service providers and partners will enable better working practices and reduce duplication.

<b>Summary from Medium Term Service &amp; Resource Plan</b>				
<b>MTS&amp;RP Items</b>	<b>2011/12 (for comparison) £'000</b>	<b>2012/13 £'000</b>	<b>2013/14 £'000</b>	<b>2014/15 £'000</b>
<b>Opening Budget</b>	<b>3013</b>	<b>2657</b>	<b>2570</b>	<b>2508</b>
<b>Removal of one-offs</b>	<b>0</b>	<b>-3</b>		
<b>Service Proposed Base Reductions to Balance Budgets</b>	<b>-230</b>	<b>-164</b>	<b>-110</b>	<b>-105</b>
<b>Service Proposed Growth</b>	<b>70</b>	<b>77</b>	<b>48</b>	<b>33</b>
<b>Proposed Base Budget</b>	<b>2853</b>	<b>2570</b>	<b>2508</b>	
<b>Target Budget</b>	<b>2666</b>			
<b>Deficit / (Surplus)</b>	<b>187</b>			
<b>Additional Stretch Reductions</b>	<b>-111</b>			
<b>In Year Adjustments</b>	<b>-82</b>			
<b>Proposed Overall Budget</b>	<b>2657</b>	<b>2570</b>	<b>2508</b>	<b>2436</b>

## Workforce Planning

It is important that the Council continues to maintain and develop the workforce necessary to meet its future needs both in terms of the numbers employed and skills & competency required of those employees. To inform the forward Organisational Development and Workforce Planning Strategy, please complete the section below with details of actions you have taken or plan to address your service needs. The list of questions is neither exclusive nor exhaustive but intended to assist you in considering the broader issues which may relate to either your service or Change Programme Work streams.

Please also outline any identified needs that you cannot address/think will be more difficult to address.

Alternatively, if your service has developed a specific workforce plan, attach as an appendix to this Service Plan.

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

- *How are you developing new workforce structures/ways of working to support the 'future council' organisational model?*
- *What alternative service delivery arrangements are planned/anticipated?*

*Are you considering job redesign? If so how/what*

- Training staff to recognise and enable service delivery around 'life events' rather than being experts in specialist areas e.g benefits, Council Tax
- Continuing with culture shift work to train staff to work in accordance with systems thinking principles / resolving enquiries at first point of contact
- Yes we are considering job redesign but the detail won't be known until customer service workstream process redesign is complete.

### Leadership and Management Development:

- *What plans do you have for developing leaders in the new context?*
- *Do you have a programme to assess and develop manager competency and meet gaps?*

*Have you identified new manager skills that will be necessary in the 'future council'*

- Ongoing support through coaching and mentoring. – significant take up of both Leaders of Change and Coaching Excellence Programme
- Management team continue to use systems thinking principles which includes shift from 'command and control' to a more facilitative style of management.
- The majority of management team have completed Diploma in Management and we expect a new intake this year.
- Management competency assessed through PDR, 1 2 1 and any development needs passed through to L&D officer and L&D programmes put in place.

	<ul style="list-style-type: none"> <li>• 'Mercury' training programme set up that links management development options to competency level.</li> </ul>
<p><b>Skills &amp; Competencies</b></p> <ul style="list-style-type: none"> <li>• <i>Have you identified new skills/competencies that will be necessary for success in the new working environment/context?</i></li> <li>• <i>Do you think you have a significant skills gap, if so what and how might it be addressed?</i></li> <li>• <i>Have you identified that these skills might be missing/in short supply in the workforce as a whole?</i></li> </ul>	<ul style="list-style-type: none"> <li>• Customer focussed skills/competencies essential – particularly communication, questioning to get info in order to pre-empt customers' needs, enable them to use the most suitable access channel for their needs.</li> <li>• Different skill/competencies required as a result of the need to resolve queries at first point of contact wherever possible. (e.g problem solving, customer focussed in addition to being technical expert)</li> <li>• Difficult to say in terms of technical knowledge required as implications for Welfare Benefit reform still unknown</li> <li>• Our staff will need to have an increased awareness of services provided by internal and external partners</li> <li>• We will also need to work with our partners to make them aware of linkages around life events that can be dealt with in the one stop shop</li> <li>• Front line staff will need skill in making more vulnerable customers feel safe to use the One Stop Shop</li> </ul>
<p><b>Recruitment &amp; Retention</b></p> <ul style="list-style-type: none"> <li>• <i>Do you anticipate any recruitment difficulties in the current financial climate?</i></li> <li>• <i>Are you undertaking any activity with partner organisations etc to address current/future skills shortages</i></li> </ul> <p><i>Is removal of the default retirement age likely to impact on you workforce?</i></p>	<ul style="list-style-type: none"> <li>• This could become an issue – a key factor is the potential impact of welfare benefit reform. It could be difficult to retain and recruit talent without knowing what this impact will be.</li> </ul>
<p><b>Identified needs that cannot be addressed at service level/may be more difficult to address at this level</b></p>	
<p><b>Equalities</b></p>	
<p>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.</p> <p><b>Please follow the link to the appropriate EIA <a href="#">.equality impact assessment: financial plan</a></b></p>	

## 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
<b>1. Promoting independence and positive lives for everyone</b>	Children and young people enjoy their childhood and are prepared for adult life.	<b>A</b>
	Schools develop and extend their role in the local community	<b>B</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>Open Bath One Stop Shop on 14<sup>th</sup> May 2012</b>
<b>Impact on local community</b>	Improved access to public services
<b>Groups of service users affected</b>	Residents of Bath and surrounding area requiring support, advice and information about a wide range of public services.

<b>Key Activities (add more lines as appropriate)</b>	<b>Timescales</b>	<b>Performance Measures</b>
<b>Physical and Technical solutions</b>	January 2012.	Complete on time
<b>Partner Engagement and plans and agreements made</b>	January 2012.	Agreed and planned on time
<b>Open New One Stop Shop In Bath</b>	May 2012	Open for business as planned
<b>Communications &amp; Marketing</b>	Ongoing	Clear and effective
<b>Ongoing developments</b>	Ongoing	Learn and change

### 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>	Y	D,E
<b>2. Creating neighbourhoods where people are proud to live</b>	Y	A,E
<b>3. Building a stronger economy</b>	Y	-
<b>4. Developing resilient communities</b>	Y	A,C

## Priority 2:

<b>Details of Service Priority</b>	<b>Service re-design in Revenues and Benefits – (Release 1 &amp; 2)</b>	
<b>Impact on local community</b>	Improved service delivery, provision of most appropriate channels of access, improved speed and reduced cost.	
<b>Groups of service users affected</b>	Council Tax payers, Benefit Applicants (Residents / Owners and vulnerable)	
<b>Key Activities</b>	<b>Timescales</b>	<b>Performance Measures</b>
<b>Service Redesign plan agreed</b>	Dec 2011	Agreed Plan
<b>Channel Shift numbers agreed</b>	Jan 2012	TBA – around volumes and cost
<b>Savings identified and implementation started</b>	Sept 2012	Reduced costs per transaction
<b>Implementation complete</b>	March 2013	As above
<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>
<b>1. Promoting independence and positive lives for everyone</b>	-	-
<b>2. Creating neighbourhoods where people are proud to live</b>	-	-
<b>3. Building a stronger economy</b>	-	-
<b>4. Developing resilient communities</b>	-	-

Revenue and Benefit services are a statutory function and the performance of the team in delivering this effectively has a major impact on the Council's capability to deliver against its objectives although it cannot be said that it directly impacts those objects in its administration.

### Priority 3:

<b>Details of Service Priority</b>	<b>Implement and develop Communications Hub solution</b>
<b>Impact on local community</b>	Efficient, pro-active service, enabling residents and visitors 24/7 contact.
<b>Groups of service users affected</b>	Residents, Visitors

Key Activities	Timescales	Performance Measures
Physical and technical solutions agreed and implemented	Apr 2012	Location is physically operable on time and within budget.
Co-location of staff involved, including CCTV, Switchboard, Urban Traffic Control and Emergency Management Teams	April 2012 – Sept 2012	Consultation successful and physical moves complete.
Re-structure of service provision	Sept 2012- March 2013	Effective and efficient structure implemented
Revised telephony policy	Sept 2012	Agreed Policy

### 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	Y	D,E
2. Creating neighbourhoods where people are proud to live	Y	A,C,D,E
3. Building a stronger economy	-	-
4. Developing resilient communities	Y	C,E

## Priority 4:

<b>Details of Service Priority</b>	<b>Develop understanding and strategy for delivering Welfare Reform Changes</b>		
<b>Impact on local community</b>	Major impact on distribution of welfare benefits, the aim is to make work pay but there are likely to be winners and losers within our communities, the details are still unknown.		
<b>Groups of service users affected</b>	Vulnerable, unemployed, low paid and elderly		
Key Activities		Timescales	Performance Measures
Developing scheme for localised support for council tax (including discretionary policy)		Timetable to be agreed for bills in April 13	<ul style="list-style-type: none"> <li>• Consultation complete and scheme agreed in time for annual bills.</li> <li>• Meeting needs of most vulnerable</li> </ul>
Understanding and planning for transition from Housing Benefit to Universal Credits (working age and Pensioners)		Now until 2017	Successful transition, pilot status in 2013 for face to face delivery
Developing solution for delivering Discretionary powers for Social Fund etc...		Details unknown	
Planning and implementing changes for Fraud Team		Details unknown	
<b>Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:</b>			
Welfare Reform Changes will have a major impact on our communities; the changes are a statutory duty. They will impact the most vulnerable and the growth agenda is a key driver for these changes.			

<b>Priority 5:</b>		
<b>Details of Service Priority</b>	<b>Develop service delivery around life events</b>	
<b>Impact on local community</b>	Improved access to service designed around the issue at hand and using closer working with partners to provide seamless solutions for customers will reduce the number of contacts required to resolve an issue created by an event in a person's life.	
<b>Groups of service users affected</b>	Various, depending on activity	
<b>Key Activities</b>	<b>Timescales</b>	<b>Performance Measures</b>
<b>To be determined by Customer Service work stream priorities, building on bereavement tell us once solution implemented in 2011/12.</b>	<b>Release 1 – March 2012.</b>	Requirements identified and links to other services made.
<b>Change of Address part of Revs &amp; Bens redesign</b>	<b>September 2012.</b>	New process designed and agreed.
<b>Other Life Events</b>	TBA	<b>To be agreed.</b>
<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>
<b>1. Promoting independence and positive lives for everyone</b>	Y	<b>Dependant on projects</b>
<b>2. Creating neighbourhoods where people are proud to live</b>	Y	<b>As above</b>
<b>3. Building a stronger economy</b>		
<b>4. Developing resilient communities</b>	Y	<b>As Above</b>

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

Service Priority no	Key Measure(s)	2012/13 Target(s)	Strategic Objective(s)	Outcomes(s)
1	Official Opening on 14 <sup>th</sup> May 2012	May 2012	As per priority	Effective One Stop shop service
1	Key Partners engaged and working together from new one stop shop.	May 2012	As per priority	Improved Customer experience, integrated service delivery with partners, reduced costs for all community
2	Release the Comino Document management System	By March 2013	As per priority	Cost Saving, no adverse impact for customer.
2	Cost(s) per transaction	10% reduction	As per priority	Lower costs / More efficient
3	Increased Value Demand for the service	60 – 40 split	As per priority	Efficient service, Happy Customers.
3	Resolution at first point of contact	1-2 customer touches	As per priority	Quick / One stop resolution
4	Face to face service Pilot for Universal Credits	Operational from Oct 13	As per priority	Blueprint for National Solution
4	Agreed Policy for localised support of Council Tax	Correct Bills April 13	As per priority	Maintain income stream, most vulnerable supported.
5	Reduced customer contacts	Typically 7 to 1	As per priority	Happy Customers, reduced costs

Service Priority no	Key Measure(s)	2012/13 Target(s)	Strategic Objective(s)	Outcomes(s)
-	% of Council Tax Collected within the year.	99%		Maintains cashflow
-	% of NNDR (Business Rates) Collected within the year	97%		Maintains Cashflow
-	End to End Processing Time for New Claims and Changes in Circumstances	TBA		
-	End to End times for claims dealt with at Face to Face locations	3 days		Customer sets nominal demand, if all info available processed whilst waiting.
-	No of HB/CTB transactions handled as one and done	70%? (TBA)		
-	Calls answered within corporate standards	80%		
2	Channel shift measures	TBA	As per priority	Reduced cost, improved choice

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# **Financial Services 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

Divisional Director	Tim Richens
Lead Portfolio Holder	Cllr David Bellotti
Staffing Establishment (2012/13)	110.8 FTE

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

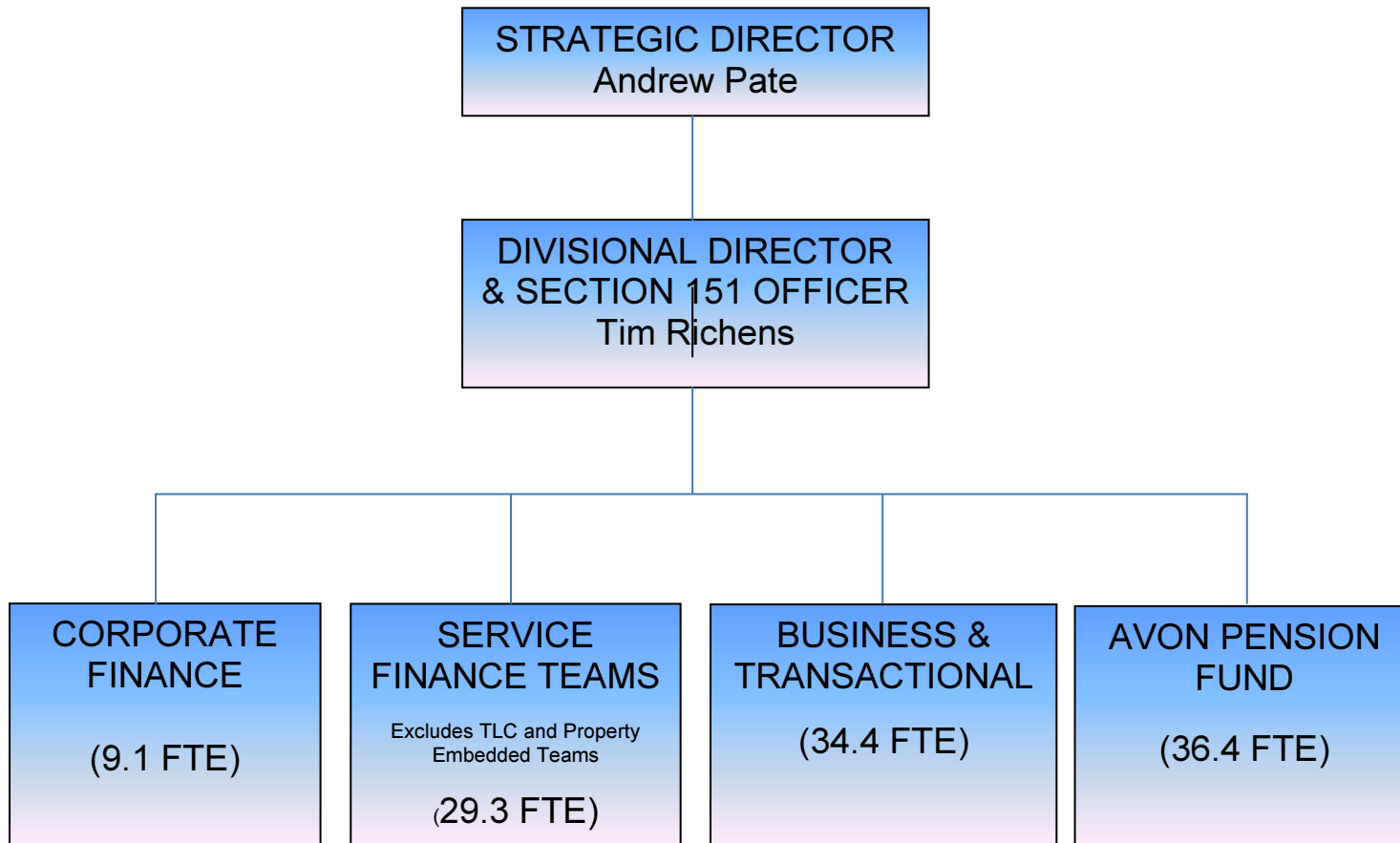
#### Key Objectives of Service :

- Develop the **medium term financial plan** for the Council
- Establish and coordinate the **annual revenue and capital budget**
- Produce the **Statement of Accounts** and other statutory reporting requirements
- **Coordinate and advise** on revenue and capital budget management and monitoring
- Manage and account for all **financial transactions**
- Advise on **financial management** and decision making
- Administer the **Avon Pension fund**

## Key Facts and Figures :

- Annual gross revenue budgets in excess of **£350m**
- **A£200m** approved 5-year capital programme
- Investment of up to **£100m** of cash balances
- Manage over **£110m** of borrowing
- Manage pension fund assets of **£2,700m** (*as of 31/3/11*)
- We have **26,000** pensioners **27,000** deferred pensioners and **35,000** contributors to the pension fund
- Operate **406 bank accounts**(including schools & Adult care client accounts) processing an estimated **11 million transactions** per annum
- Paid over **50,000** supplier invoices
- Processed 60,000 BACS/cheque payments to a value of **£282m**
- Independent audit indicated **99.99 %** accuracy
- Consistently pay over **94%** of invoices within 30 days
- We have **60,000** customers
- Collected **£36m** of income from debtors
- Raised **34,500** debtors invoices
- **99%** of our debts are collected

**Management Structure of Service**



## Customer Profile

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

- All Council Services
- All Councillors
- Council Cabinet Members
- Council Strategic Directors
- Council Senior Management Teams
- Council Delegated Budget Holders
- Government Departments
- Audit Commission
- Contributors and Pensioners of the Avon Pension Fund
- Sirona Care & Health
- Primary Care Trust (PCT)
- Parish Councils
- Schools
- Community Health and Social Care – Personal Budget Holders

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

- Council Members and Officers – to reflect financial challenges facing the Council
- PCT & Sirona - Changing nature of Community Health and Social Care
- Schools/LEA – Changing nature of relationship with Schools through Academy expansion

## Service Delivery

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

- Continue to develop a model of service delivery for finance based around the principles of Centralise, Standardise and Simplify.
- Develop the efficiency and effectiveness of the finance service within the overall context of reducing resources and the changing shape of council services.
- Develop appropriate financial advice and support to the Council Change programme both corporately and to the individual projects within the programme.
- Develop the system of timely and accurate revenue and capital financial reporting and budget monitoring.
- Continued roll out of Procure to Pay programme.
- Working with schools to provide appropriate financial support services in light of the ongoing development of Academies.
- Ongoing development of engagement with stakeholders, particularly employers within the Avon Pension Fund.

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

- Prioritised budget reporting to target available resources at volatile, commercial and higher risk budget areas for regular budget reviews, with more routine budgets being reviewed less frequently.

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

- Central Government- financial reporting requirements, legislative and funding system changes.
- World Economy - wider economic pressures, including impacts on treasury and investment activity.
- Accounting Bodies - changes to Accounting Standards.
- Audit Commission / Central Government – changes to External Audit arrangements.

## Service Costs

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

Key areas of growth represent service borrowing costs for Procure to Pay system improvements and a technical adjustment in 12/13 to recognise accounting requirements in respect of finance officer time spent supporting capital projects.

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

Efficiency savings during 2012/2013 amounting to £115K result from continued implementation of centralised, simplified and standardise approach to finance service delivery.

### Summary from Medium Term Service & Resource Plan

MTS&RP Items	2011/12 (for comparison) £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Opening Budget	1401	1496	1644	1552
Removal of one-offs	0	0		
Service Proposed Base Reductions to Balance Budgets	-138	-115	-126	-98
Service Proposed Growth	36	262	34	34
Proposed Base Budget	1299	1644	1552	1488
Target Budget	1129			
Deficit / (Surplus)	170			
Additional Stretch Reductions	-43			
In Year Adjustments	240			
Proposed Overall Budget	1496	1644	1552	1488



## Workforce Planning

It is important that the Council continues to maintain and develop the workforce necessary to meet its future needs both in terms of the numbers employed and skills & competency required of those employees. To inform the forward Organisational Development and Workforce Planning Strategy, please complete the section below with details of actions you have taken or plan to address your service needs. The list of questions is neither exclusive or exhaustive but intended to assist you in considering the broader issues which may relate to either your service or Change Programme Workstreams.

Please also outline any identified needs that you cannot address/think will be more difficult to address.

Alternatively, if you service has developed a specific workforce plan, attach as an appendix to this Service Plan.

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

- *How are you developing new workforce structures/ways of working to support the 'future council' organisational model?*
- *What alternative service delivery arrangements are planned/anticipated?*

*Are you considering job redesign? If so how/what*

The finance service is currently undergoing significant change as a result of restructuring to deliver challenging savings targets and a service which meets the future organisational model. Phase One of the restructuring is now being implemented with Phase Two currently being consulted upon.

The restructuring of the finance service is based around the principles of Centralise, Standardise and Simplify. It is envisaged that the revised structure will further enable the ability to interchange skills and produce working practises that are common across the finance function.

### Leadership and Management Development:

- *What plans do you have for developing leaders in the new context?*
- *Do you have a programme to assess and develop manager competency and meet gaps?*

*Have you identified new manager skills that will be necessary in the 'future council'*

The revised structure recognises the importance of the Finance Manager and Team Leader roles within the service. There will need to be greater delegation and empowerment at these levels supported and encouraged by line managers. They will be able to access appropriate support and training as identified for their changing roles.

### Skills & Competencies

- *Have you identified new skills/competencies that will be necessary for success in the new working environment/context?*
- *Do you think you have a significant skills gap, if so what and how might it be addressed?*
- *Have you identified that these skills might be missing/in short supply in the workforce as a whole?*

The principles supporting the restructure of the finance service provides for more joined up and multidisciplinary teams. This will help provide increased skills coverage for key roles for example, Statutory Accounting and Capital Finance were specifically identified in this regard within phase one.

The service will also continue to support for key professional qualifications and bespoke training events as required. Where it is not possible or appropriate to develop specialist in-house skills, the service will seek to utilise external advisers to provide appropriate professional advice and support for the range of projects and changes facing the Council.

### Recruitment & Retention

- *Do you anticipate any recruitment difficulties in the current financial climate?*
- *Are you undertaking any activity with partner organisations etc to address current/future skills shortages*

*Is removal of the default retirement age likely to impact on you workforce?*

The restructuring process considers opportunities for part time working, together with voluntary redundancy and redeployment. Any arising vacancies are challenged and reviewed before a decision is made on any form of recruitment.

It is anticipated that key areas of potential skills shortage e.g. Statutory Accounts, Capital etc. are covered to some extent by the new structure, with shared knowledge across a number of roles, although this would have to be supplemented with specialist external support.

Other roles do not appear at present to provide a specific skills shortage although this will be considered further as part of the phase two restructure.

The use of external professional advisers on a project by project basis is considered as appropriate.

## 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.

### The Finance EIA is attached here:



EIA - financial plan -  
template - revised DE

## 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
<b>1. Promoting independence and positive lives for everyone</b>	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
	Youth Service works with the community to provide opportunities to support and develop young people	C
	Older people are supported to live independently.	D
	The people most in need are supported to live full active lives.	E
<b>2. Creating neighbourhoods where people are proud to live</b>	Where people feel safe	A
	There are decent affordable homes in private and social sector	B
	Clean streets and open spaces	C
	Where people are able to travel easily with reduced traffic congestion and pollution	D
	Where local people actively lead the delivery of improvements in their community	E
	Where there are opportunities to participate in sports, leisure and cultural activities	F
<b>3. Building a stronger economy</b>	With a broad range of job and employment opportunities	A
	With a strong local business sector, tourism, and local shopping	B
	Key development sites are delivered to increase the number of local businesses.	C
	A diverse economy with growth in the low carbon, knowledge creative, and ICT industries	D
<b>4. Developing resilient communities</b>	Where local people have developed their skills and use them to improve their community	A
	Where decisions are made as locally as possible	B
	Where there is easy access to public services and local amenities.	C
	Communities have adapted to changes in our climate and are not dependent on high carbon energy	D
	Recycling and reduction in waste continues to be extended	E

## Priority 1:

<b>Details of Service Priority</b>	<b>Finance Restructuring Phase 2</b>		
<b>Impact on local community</b>	Effective Use of Resources		
<b>Groups of service users affected</b>	All Council Services		
<b>Key Activities (add more lines as appropriate)</b>	<b>Timescales</b>		<b>Performance Measures</b>
<b>Consider responses to Informal Consultation Process</b>	<b>Feb 2012</b>		Revised Structure
<b>Produce Formal Consultation</b>	<b>Feb / Mar 2012</b>		Formal Procedure
<b>Implementation of Revised Structure</b>	<b>July 2012</b>		Savings Delivered
<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>
<b>1. Promoting independence and positive lives for everyone</b>	Y		All
<b>2. Creating neighbourhoods where people are proud to live</b>	Y		All
<b>3. Building a stronger economy</b>	Y		All
<b>4. Developing resilient communities</b>	Y		All

<b>Priority 2:</b>		
<b>Details of Service Priority</b>	<b>Responding to Significant Government Change Agenda, particularly Local Government Resource Review</b>	
<b>Impact on local community</b>	Effective Use of Resources	
<b>Groups of service users affected</b>	All Council Services	
<b>Key Activities</b>	<b>Timescales</b>	<b>Performance Measures</b>
<b>Review / Analysis Of Government Proposals</b>	Spring 2012	<b>Report to Council Leadership</b>
<b>Baseline Set / Modelling of Potential Impacts / Resourcing Impacts</b>	Summer 2012	<b>Report to Council Leadership</b>
<b>Analyse Council Resourcing Implications of New Funding System for 2013/2014 Budget</b>	Dec 2012	<b>Report to Council Leadership</b>
<b>Implement Administration and Accounting Changes as Required</b>	Dec 2012 to Mar 2013	<b>New System Operative</b>
<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>
<b>1. Promoting independence and positive lives for everyone</b>	Y	All
<b>2. Creating neighbourhoods where people are proud to live</b>	Y	All
<b>3. Building a stronger economy</b>	Y	All
<b>4. Developing resilient communities</b>	Y	All

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

Service Priority no	Key Measure(s)	2012/13 Target(s)	Strategic Objective(s)	Outcomes(s)
1	Per Above			
2	Per Above			

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# **Improvement & Performance Service 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>	Dave Thompson
<b>Lead Portfolio Holder</b>	Paul Crossley
<b>Staffing Establishment (2012/13)</b>	38

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

#### Performance & Improvement Delivery

These are two distinct but complimentary functions that over the last year have been reshaping to respond to the current financial position, the change in Government agenda and the future needs of the organisation

Overall the service has downsized by 50% creating a new function to reflect the Council's response to the revised government agenda and focus on a more localised approach to manage the future council

The core service is now focused on the critical functions of:

#### Performance

- **Corporate performance** – providing the leadership with a robust, corporate challenge and information to manage the Council and to become more **transparent** and **accountable to its citizens**
- Ensure that all Services are achieving **Value for Money**
- **Horizon scanning**, allowing the Council to respond to changes in Government policy and new initiatives

#### Improvement

- The Improvement Team is responsible for the development of the **systems, processes and behaviours** that are needed for effective performance management and underpin the role of the Performance Team. In essence this means ensuring that accurate and timely **management information** is readily available and officers use it effectively to continually improve performance. The

objective is to create a '**Performance Management culture** at all levels of the organisation.

- As part of the Community led Commissioning Change Project this team leads the development of performance and intelligence for the future organisation, which initially involves :
  - **Review and implement new systems and processes** to support performance management across a range of different service delivery models
  - Understand whether the future Council and those it commissions are **delivering the agreed outcomes** and meeting its agreed vision and statutory, regulatory and safeguarding obligations
  - Drive Improvement – developing a **business intelligence platform** to support the **localism agenda and Transparency Agenda** by better understanding both community needs and local impacts of Council decisions
  - Design & deliver the Council's **Culture development programme** to underpin all of the above and as a key element of I & P's Organisational Development role

### **Communications & Marketing**

The Communications & Marketing Team manage 36 communication channels to serve an extensive customer base that covers :

- 180,000 Residents
- Over 6000 Businesses in the area
- 10 million visitors to the area
- A worldwide audience via our website which attracts over 1.5 million visitors each year
- An internal audience of 65 councillors and 3000 staff

The Service has been reshaped to meet changes in the media landscape, public expectations and the requirements of the future council. The Communications Team which includes Web design and management has been reduced by 50% and is focused on delivering the following critical functions:

- **Managing the Council's reputation** by working closely with services to communicate the Council's achievements, manage controversial issues and undertake campaigns to change people behaviour and save costs such as increasing food waste recycling.
- **Providing information to meet public expectation.** A range of information is available through the 36 channels including

Television information screens at key locations.

- **Transformation of the website to provide**
  - » more support to improve community engagement and encourage increased participation in the community
  - » rising expectations of the public to improve access to information
  - » channel shift, to encourage more on line transactions
- **Designing and implementing a Council wide approach to communicating information through the use of Social Media.**
- **Providing an essential communication service during emergency situations**
- **Ensuring the effective and consistent use of the Council's brand**
- **Developing Advertising revenue generation opportunities.** This is to identify and facilitate increased advertising revenue from Council assets, to support the delivery of services.
- **Ensuring the effective use of communications channels to increase the transparency of the Council.**
- **Ensuring effective consultation with our residents and staff**

## Human Resources

A target operating model for the future HR Service (inc. H&S) has been developed that takes account of anticipated changes in the Council role and needs as well as the shape and delivery of support services more generally. The model operates on four tiers:

- **Strategic Support**-provides support to senior manager on high-level subjects, such as organisational design, workforce planning, trade union relationships and culture change. It is also the Council's outward facing focus as a significant local employer and will keep an awareness of local factors, such as local employment, and maintain relationships in the Council's role as a community leader in broader workforce development matters in the sub region.
- **Professional HR**-provides highly skilled professional and advisory expertise across a wide range of services on a HR Business Partner type approach. This Tier includes such functions as Learning and Development, Organisational Development, Health and Safety and Employee Relations
- **Transactional Service Centre**-resolution focussed service centre, skilled to deal with frequent demands and resolve the majority of queries, passing the more complex demands and queries to third or fourth tier services as appropriate. The service centre also provides a channel for employees or managers without access to ICT
- **Web Portal Self-Service**-this 'always on' portal is the first point of contact providing the mechanism for self-serving in respect of information and guidance, i.e. as a knowledge repository, and the tool that supports automated processes.

## Management Structure of Service

**Andrew Pate**  
Strategic Director -  
Resources

**Dave Thompson**  
Divisional Director  
38.22 FTE

**Martin Genge**  
Improvement  
Delivery

**Steve Harman**  
Strategic  
Performance

**William Harding**  
Human  
Resources

**Jonathan Mercer**  
Communications &  
Marketing

### Service Manager Functions

<ul style="list-style-type: none"> <li>- Culture Development Programme</li> <li>- Leadership Development including Events Management</li> <li>- Quality Standards (CSE)</li> <li>- Corporate Performance Management Systems &amp; Data Quality</li> <li>- Corporate Improvement Projects</li> <li>- DDG Management Support (2 FTE)</li> </ul>	<ul style="list-style-type: none"> <li>- Challenging Council Performance &amp; Benchmarking</li> <li>- National Horizon Scanning &amp; Intelligence Gathering</li> <li>- Performance Monitoring, Analysis &amp; Reporting</li> <li>- Value for Money &amp; Business Analysis</li> <li>- National Inspection Co-ordination</li> <li>- SDG Management Support (2 FTE)</li> </ul>	<ul style="list-style-type: none"> <li>- Organisational &amp; Workforce &amp; Development</li> <li>- HR Policy, Procedures, Terms &amp; Conditions</li> <li>- HR Service Support</li> <li>- People Services (via Mouchel)</li> <li>- Health &amp; Safety (includes traded services to schools)</li> </ul> <p><b>(HR – 18.74 FTE Health &amp; Safety– 6.68 FTE)</b></p>	<ul style="list-style-type: none"> <li>- Media &amp; Press</li> <li>- Online Media &amp; Digital Communications</li> <li>- Marketing/Community Information &amp; Consultation</li> <li>- Council Website &amp; Intranet</li> <li>- Internal &amp; Change Programme Communications</li> </ul> <p><b>(Comms Team – 3 FTE Web Team – 1.8 FTE )</b></p>
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In addition to the above, there are **4 FTE** support staff who work across all Service Teams

## Customer Profile

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

The majority of I&P customers are internal to the organisation. The exceptions are:

- Communications and Marketing provide a direct service to Council audiences ranging from internal to worldwide via the Web
- The Health & Safety Service that has a public facing role.

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

As outlined above both the Performance & Improvement and Communications & Marketing Teams have already reshaped to meet changing customer needs and the Human Resources Service has also created a new operating model to reflect changing needs.

## Service Delivery

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

#### Performance

- Integration of Public Health Framework with corporate process
- Development of 2012/13 Key Outcome measures
- Finalise and embed revised Council Performance regime
- Work with services to review and rationalise their performance management arrangements
- Further develop VfM analysis to inform service delivery improvements
- Integration of new LGA Inform benchmarking tool
- Horizon scanning and continuous update of government reforms
- Production of Service Delivery Programme and Annual Performance report ensuring alignment of performance and financial regimes

#### Improvement Delivery

- Develop data quality processes and systems to support the new Council Performance regime
- Work with services to review and rationalise their performance management arrangements
- Develop a Council-wide Business Intelligence System to :
  - Replace existing Council Performance system with a more appropriate platform for the new regime

- Integrate research and intelligence with performance data
- Create an effective platform for transparency of research and performance data
- Alignment with web development
- Lead the development of performance & Intelligence to meet future needs

### **Organisational Development**

- Support the implementation of the new future council organisation structure
- Refresh the corporate organisation & workforce development strategy informed by individual service plans and reflecting the future council model
- Design and deliver a blended programme of workforce development (leadership & management development, employee training and culture development) to reflect the development strategy and the needs of the changing organisation
- Continue to manage the delivery of the organisational downsizing project

### **Human Resources**

- Implement a new Operating Model for HR and People Services including development of an appropriate HR/Payroll solution for the future council
- Develop a strategy and transition/implementation plan for the provision of a Health & Safety service for the future council
- Develop and implement strategy for the provision and charging of HR & H&S services to Community Schools and Academies etc
- Continually review and respond to changes in employment legislation and the changing needs in employment terms & conditions of the future council

### **Communications and Marketing**

- Complete the redesign and delivery of new external website
- Redesign of a new internal website
- Develop a strategy to bring together other Council sites on the same technological platform to reduce costs
- Improving the Council's corporate use of social media and improve coordination of social media across services to extend the Council's reach to local people who may not have previously been "listening to the Council"
- Develop a social media based "daily" newspaper using/linking to our partners social media tweets
- Promote the Council's vision and values and link to the Council's current achievements

- Implement new initiatives to encourage greater understanding/ awareness of Council meetings
- Explore opportunities, and if agreed, begin to implement new initiatives to earn additional revenue through advertising
- Continue to support the Change programme and support the approach to commissioning
- Refresh the branding guidelines to take into account the importance of branding social media sites
- Re-design and re-launch Inform – e-mail newsletter with improved links to the emerging events calendar (see website)

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

The Communications team is now at critical mass and has been reshaped to meet the future challenges. The reshaped service and has been endorsed by the on-going PwC diagnostic exercise and clearly fits with the emerging Target Operating Model for Support Services.

The service will be spending more time supporting the new digital media and therefore corresponding less time supporting the traditional print based media, to reflect the changes in the media landscape, increasing expectations of the public and the requirement to improve engagement with the local community.

The Performance Team has also fundamentally reviewed and revised its operation. The reshaped service with clear division of responsibilities with other council services performance staff has been endorsed by the on-going PwC diagnostic exercise and clearly fits with the emerging Target Operating Model for Support Services.

The revised HR operating model has been developed to not only improve current service delivery but also to be sufficiently flexible to respond to future demands

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

The main external influences affecting the Performance and Improvement teams are the changes to national policy and performance frameworks such as the introduction of the new Public Health Framework (April 2013) and the new Children Safeguarding Indicators (April 2013). It is also anticipated that the government will be introducing further new frameworks in the future.

The external influences for the Coms Service are:

- 1) The rapidly changing media landscape driven by technological developments such as iPads
- 2) Increasing use of social media across all age groups especially younger people
- 3) Increasing ownership of smart phones
- 4) 85% of local population have access to the internet
- 5) the development of the emerging vision and values



- 6) Increasing expectations of the information provided by the Council
- 7) ncreasing importance of engagement

## Service Costs

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

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

### Summary from Medium Term Service & Resource Plan

MTS&RP Items	2011/12 (for comparison) £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Opening Budget	2829	2660	2548	2479
Removal of one-offs	0	0		
Service Proposed Base Reductions to Balance Budgets	-360	-114	-95	-106
Service Proposed Growth	19	2	26	26
Proposed Base Budget	2488	2548	2479	2399
Target Budget	2537			
Deficit / (Surplus)	-49			
Additional Stretch Reductions	0			
In Year Adjustments	173			
Proposed Overall Budget	2660	2548	2479	2399

## Workforce Planning

It is important that the Council continues to maintain and develop the workforce necessary to meet its future needs both in terms of the numbers employed and skills & competency required of those employees. To inform the forward Organisational Development and Workforce Planning Strategy, please complete the section below with details of actions you have taken or plan to address your service needs. The list of questions is neither exclusive nor exhaustive but intended to assist you in considering the broader issues which may relate to either your service or Change Programme Workstreams.

Please also outline any identified needs that you cannot address/think will be more difficult to address.

Alternatively, if your service has developed a specific workforce plan, attach as an appendix to this Service Plan

<p><b>Organisational Development: Implementation of 'future organisational model':</b></p> <ul style="list-style-type: none"> <li>• <i>How are you developing new workforce structures/ways of working to support the 'future council' organisational model?</i></li> <li>• <i>What alternative service delivery arrangements are planned/anticipated?</i></li> </ul> <p><i>Are you considering job redesign? If so how/what</i></p>	<p>Performance and Communications &amp; Marketing Teams have already been reshaped to align with the Council's future focus. Although it will clearly be necessary to keep this under-review to ensure this continues to meet both local and national agendas.</p> <p>A target operating model has been developed for the HR service that is consistent with the future organisational model for the Council, recognises both the strategic &amp; supporting roles of HR, aligns with changes envisaged for support services in general and other service delivery changes in local government e.g. the impact of academies, a changing LEA role, developing the commission role in respect of adult social care</p>
<p><b>Leadership and Management Development:</b></p> <ul style="list-style-type: none"> <li>• <i>What plans do you have for developing leaders in the new context?</i></li> <li>• <i>Do you have a programme to assess and develop manager competency and meet gaps?</i></li> </ul> <p><i>Have you identified new manager skills that will be necessary in the 'future council'</i></p>	<p>Implementation of new operating models will need to be supported by the provision of appropriate support programmes for staff where gaps, where identified can be addressed. In this respect the service has recognised that as well as using corporate programmes there may, over time be service specific needs that have to be addressed through specific local provision. See below.</p>
<p><b>Skills &amp; Competencies</b></p> <ul style="list-style-type: none"> <li>• <i>Have you identified new skills/competencies that will be</i></li> </ul>	<p>A greater emphasis on commissioning and working with communities will require the enhancement of skills and</p>

<p><i>necessary for success in the new working environment/context?</i></p> <ul style="list-style-type: none"> <li>• <i>Do you think you have a significant skills gap, if so what and how might it be addressed?</i></li> <li>• <i>Have you identified that these skills might be missing/in short supply in the workforce as a whole?</i></li> </ul>	<p>development of new competencies for staff in these teams with a greater focus on advice, guidance and consultancy both within the Council and the wider local community. Areas already identified and being developed include:</p> <ul style="list-style-type: none"> <li>• Commissioning &amp; procurement skills</li> <li>• Business planning and financial awareness</li> <li>• Analytic, diagnostic and interpretive skills</li> <li>• Lean systems and other process evaluation skills</li> <li>• ICT Systems training</li> <li>• Strengthening interpersonal skills</li> <li>• People Management in complex situations</li> </ul>
<p><b>Recruitment &amp; Retention</b></p> <ul style="list-style-type: none"> <li>• <i>Do you anticipate any recruitment difficulties in the current financial climate?</i></li> <li>• <i>Are you undertaking any activity with partner organisations etc to address current/future skills shortages</i></li> </ul> <p><i>Is removal of the default retirement age likely to impact on you workforce?</i></p>	<p>At present, no recruitment difficulties are envisaged –although the situation is monitored on an on-going basis to ensure. Account will need to be taken of any significant changes in other employment sectors.</p> <p>Active consideration is being given to the potential for partnering with other organisations and the establishment of associate staff who may be able to address short term assignment/project work as need arises</p>
<p><b>Identified needs that cannot be addressed at service level/may be more difficult to address at this level</b></p>	<p>The Improvement &amp; Performance service leads in the design and delivery of the Organisational/Workforce Development Programme to ensure that staff (including its own) are supported through this change process. Incorporating specific skills training associated with new roles, leadership and middle management development opportunities as well as support for staff at risk of redundancy, coaching, mentoring and action learning are also crucial to success. The underlying intention continues to be the development of in-house change management skills to minimise the use of external consultancy support.</p>

**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
<b>1. Promoting independence and positive lives for everyone</b>	Children and young people enjoy their childhood and are prepared for adult life.	<b>A</b>
	Schools develop and extend their role in the local community	<b>B</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>

<b>Priority 1:</b>		
<b>Details of Service Priority</b>	<b>Continued development of the local and national performance regime</b>	
<b>Impact on local community</b>	Enables Local Community to hold the Council to account on its Performance. Improves transparency to the local community.	
<b>Groups of service users affected</b>	Senior Managers , Members. All residents and groups	
<b>Key Activities (add more lines as appropriate)</b>	<b>Timescales</b>	<b>Performance Measures</b>
Lead and support the development of departmental PM across Services	On going	PM agreed with Departments
Integration of Public Health Framework with corporate process	By June 2012	SAP milestone
Development of 2012/13 Key Outcome measures& targets	By June 2012	Index of Council performance
VfM and key business analysis of performance issues	On going	Key VfM Measures
Integration of new LGA Inform benchmarking tool	On going	Customer Survey
Investigate and determine the Councils role in Peer Challenge	Autumn 2012	SAP milestone
Horizon scanning and continuous update of government reforms	On going	Min 12 updates each year
Production of Service Delivery Programme and Annual Performance report ensuring alignment of performance and financial regimes	SDP June 2012/August 2012	SAP milestone
<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>
<b>1. Promoting independence and positive lives for everyone</b>		
<b>2. Creating neighbourhoods where people are proud to live</b>	Y	E
<b>3. Building a stronger economy</b>		
<b>4. Developing resilient communities</b>	Y	B

## Priority 2:

<b>Details of Service Priority</b>	<b>Implementation of Council-wide Business Intelligence System</b>
<b>Impact on local community</b>	Enables Local Community to hold the Council to account on its Performance. Improves transparency to the local community.
<b>Groups of service users affected</b>	All residents and groups

Key Activities	Timescales	Performance Measures
Replacement of QPR	June 2012	New system fully functional
Integration of research and intelligence with performance data	Ongoing	Revised reporting introduced
Alignment and transparency of research and performance data	Ongoing	Revised reporting introduced
Development of a knowledge platform	End march 2013	Platform introduced and embedded across all services
Alignment with web development	End march 2013	Implementation plans for both projects co-ordinated

**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
<b>1. Promoting independence and positive lives for everyone</b>		
<b>2. Creating neighbourhoods where people are proud to live</b>	Y	E
<b>3. Building a stronger economy</b>		
<b>4. Developing resilient communities</b>	Y	B

## Priority 3:

<b>Details of Service Priority</b>	<b>Lead performance &amp; Intelligence workstream</b>		
<b>Impact on local community</b>	More effective use of council resources to the community and better accountability supporting the Transparency Agenda		
<b>Groups of service users affected</b>	Senior Managers, Members.All residents and groups		
<b>Key Activities</b>	<b>Timescales</b>	<b>Performance Measures</b>	
Develop Business Plan for this workstream to provide decision makers with information to : <ul style="list-style-type: none"> <li>Assess community need and effectively commission the correct services and</li> <li>Understand whether the organisation or those it commissions are delivering agreed outcomes</li> </ul>	June 2012	Business Plan Produced	
Develop performance management and research arrangements for the Future Council	End March 2013	Performance frameworks and processes identified and embedded in all council services appropriately	
Develop an annual research plan, identifying projects and core data, and ensuring members, employees and other stakeholders can access this information in a timely manner	End March 2013	Annual plan defined and implemented	
<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>	
<b>1. Promoting independence and positive lives for everyone</b>			
<b>2. Creating neighbourhoods where people are proud to live</b>	Y	E	
<b>3. Building a stronger economy</b>			
<b>4. Developing resilient communities</b>	Y	B	
<b>Priority 4:</b>			



<b>Details of Service Priority</b>	<b>Organisational Development</b>		
<b>Impact on local community</b>	Better trained and developed leaders and staff to improve service delivered to all residents		
<b>Groups of service users affected</b>	All staff and Leadership Groups		
<b>Key Activities</b>		<b>Timescales</b>	<b>Performance Measures</b>
Support the implementation of the new future council organisation structure		2012 -13	Successful implementation of organisational model with staff engagement & minimal disruption to morale and motivation
Refresh the corporate workforce development strategy informed by individual service plans and reflect the future council model		By July 2012	Refreshed strategy in place with Strategic & Divisional Director support and engagement
Design and deliver a blended programme of workforce development (training and Culture development) to reflect the Workforce development strategy and the needs of the changing organisation		2012- 2013	Programme in place for year to address identified needs Attendance rates and satisfaction sustained
Continue to manage the delivery of the organisational downsizing project		By August 2012	All service reductions satisfactorily achieved in accordance with agreed timescales and without legal challenge
<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			
2. Creating neighbourhoods where people are proud to live			
3. Building a stronger economy			

<b>4. Developing resilient communities</b>		
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<b>Priority 5:</b>		
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<b>Details of Service Priority</b>	<b>Human Resources</b>
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<b>Impact on local community</b>	To ensure a well developed staff Council staff base and an effective H&S service.
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<b>Groups of service users affected</b>	All staff, external customers
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Key Activities	Timescales	Performance Measures
Implement the Target Operating Model for HR and People Services including development of an appropriate HR/Payroll solution for the future council	By March 2013	New structures in place and operating effectively
Develop plan to support HR staff through the service changes	By March 2013	Adoption of Plan
Develop and implement strategy for the provision and charging of HR & H&S services to Community Schools and Academies	By March 2013	Financial modelling completed No of establishments buying into service Customer satisfaction
Develop a strategy and transition/implementation plan for the provision of a Health & Safety service for the future council	By March 2013	Adoption of Plan No of establishments buying into service
Continually review and respond to changes in employment legislation	Ongoing	Updates as appropriate

<b>Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:</b>		
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Strategic Objective	Contributes – Y/N?	Relevant Outcomes
<b>1. Promoting independence and positive lives for everyone</b>		
<b>2. Creating neighbourhoods where people are proud to live</b>		

<b>3. Building a stronger economy</b>		
<b>4. Developing resilient communities</b>		

**Priority 6:**

<b>Details of Service Priority</b>	<b>Communications 1: Website</b>
<b>Impact on local community</b>	85% of community can access the website and digital communications are now the most effective way to provide large volumes of information to members of the public. There significant benefits to encourage localism, engagement and improved transparency
<b>Groups of service users affected</b>	All service users affected. Callers to Council Connect especially older people may have a mediated use of the website.

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Key Activities	Timescales	Performance Measures
Making access easier for the public, making it easier to navigate and to locate information more easily	April 2012	Initial usability testing and google analytics identifying key statistics for the website
Work with new web authors and develop new processes	On-going process throughout the year	To be developed
Develop new areas of functionality to improve services to the customer	On-going during the year	Measure via google stats for visits to the website
Move the intranet onto the new web platform – Drupal and investigate extending the functionality	April/May 2012	Completion of the work
Begin to migrate other Council websites onto the main site to reduce costs for the authority and improve their functionality	December 2012	The number of websites migrated and the cost savings accumulated

**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		
2. Creating neighbourhoods where people are proud to live		
3. Building a stronger economy		
4. Developing resilient communities		

<b>Priority 7:</b>		
<b>Details of Service Priority</b>	<b>Communications 2 : Social Media</b>	
<b>Impact on local community</b>	Social media is used by more people than any other form of communication	
<b>Groups of service users affected</b>	All – especially some hard to reach groups	
<b>Key Activities</b>	<b>Timescales</b>	<b>Performance Measures</b>
Improving the Council's corporate use of social media and using the Council's corporate approach to support publicity and campaigns	<b>On-going</b>	To be developed using social media monitoring tools such as social mention
Co-ordinating the use of social media with Council services where there is a clear business case	<b>Immediate</b>	Evaluation of each new social media site after 3 months
Developing and implementing training for social media	April 2012	On-going monitoring of the Council's approach to social media
Working with services to develop clear business cases	On-going	Evaluation of each new social media site after 3 months
<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>
<b>1. Promoting independence and positive lives for everyone</b>		
<b>2. Creating neighbourhoods where people are proud to live</b>		
<b>3. Building a stronger economy</b>		
<b>4. Developing resilient communities</b>		

<b>Priority 8:</b>			
<b>Details of Service Priority</b>		<b>Communications 3 : Other initiatives</b>	
<b>Impact on local community</b>		Different communications will impact on the community differently depending on their focus and the channels to be used	
<b>Groups of service users affected</b>		Communications affects all aspects of the community	
<b>Key Activities</b>		<b>Timescales</b>	<b>Performance Measures</b>
Vision and values campaign/ refresh		March - April	Work completed
Campaigns (e.g., Changing Lives) to improve council profile		May-July 2012 Jan- March 2013	We will measure the impact of this campaign as part of a Voicebox survey in September. Depending on outcome of this we will undertake a second phase in Jan - March
Improving access to committee meetings via the website		September 2012	Visitor figures will be monitored
Improved internal communications		On-going	Staff Survey
<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>
<b>1. Promoting independence and positive lives for everyone</b>			
<b>2. Creating neighbourhoods where people are proud to live</b>			
<b>3. Building a stronger economy</b>			
<b>4. Developing resilient communities</b>			

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

Service Priority no	Key Measure(s)	2012/13 Target(s)	Strategic Objective(s)	Outcomes(s)
1	Maintain % of SDP commitments achieved (every 6 months)	85%		
1	Index of Council performance	+1% per quarter		
5	Improve manager satisfaction with the HR Service	+ 5% from baseline		
5	Staff satisfaction – Council as a good employer	>75%		
5	% of PDR completed across the Council per quarter	95%		
6	Total number of visits to the website	300,000 per quarter		
6	The number of change web pages visited per month	1700		
6	% of people that have left after visiting the home page	– 40% (lower is better)		
7	Number of visitors to the Council's Twitter page	10% increase per quarter		
8	% of negative articles in the printed –	10% or less		
8	% of negative articles in the Digital media	20% or less		
8	Number of articles in the digital media	40		
8	Number of articles in the printed media	40		

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# **Legal & Democratic Services**

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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>	Legal & Democratic Services
<b>Lead Portfolio Holder</b>	Cllr Paul Crossley
<b>Staffing Establishment (2012/13)</b>	

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

#### Key Objectives of Service :

#### Key Objectives of Service :

#### 1. Legal Services

- Protecting the Council and its reputation by prompt action and advice, and ensuring that its actions and policies are within the law.
- Providing corporate legal advice, including advice on new legislation
- Supporting the Divisional Director in fulfilling the statutory role of monitoring officer and promoting good standards of probity and conduct throughout the Council and
- Providing legal services and advice on the full range of the Council's functions

#### 2. Democratic Services

- Ensure the management and administration of the democratic process and formal meetings to meet legal and constitutional requirements.
- Champion and enable effective Member-led Overview and Scrutiny, ensuring democratic and community involvement and accountability
- The registration of electors and conduct of elections.
- Provision of support for elected members of the Council.

#### 3. Registration Services

- The conduct of civil marriages and a wide range of civil ceremonies including civil partnerships, naming ceremonies

and citizenship ceremonies.

- The registration of births and deaths.

4.

#### **Monitoring Officer**

- Undertaking the duties and responsibilities imposed by law and the Council's Constitution on the role of Monitoring Officer to ensure and improve the probity propriety and cost-effectiveness of the conduct of Council's business and support members of the Council and Town and Parish Councils in achieving high standards of ethical conduct.

## Management Structure of Service

John Everitt  
Chief Executive

Vernon Hitchman  
Monitoring Officer &  
Divisional Director  
(Legal & Democratic  
Services)

Amanda  
Brookes  
Corporate &  
Community  
Law Manager

Andrew Reed  
Property Law  
Manager

Maggie Horrill  
Planning &  
Environmental  
Law Manager

Jo Morrison  
Democratic  
Services  
Manager

Donna Vercoe  
Policy  
Development  
and Scrutiny  
Officer

Aurora Loi  
Wright  
Electoral  
Services  
Officer

Alison Manning  
Superintendent  
Registrar

Lyneve Thyer  
Administration Officer  
Member &  
Directorate Support

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### Service Manager Functions

Name of Manager	
<b>Amanda Brookes Deputy Monitoring Officer</b>	Legal advice on corporate issues, children's and adult services, employment, contracts and member conduct
<b>Andrew Reed Property Law Manager</b>	Letting, disposal, acquisition of real property
<b>M Horrill Planning &amp; Environmental Law Manager</b>	Legal advice on planning, licensing, highways and transport issues
<b>Jo Morrison Democratic Services Manager</b>	Management of Council's decision-making process and support for all aspects of member-level meetings

<b>Donna Vercoe Policy Development &amp; Scrutiny Officer</b>	Development of and support for the policy development and scrutiny function, including the statutory role of scrutiny officer
<b>Aurora Loi Wright Electoral Services Officer</b>	Maintenance and update of electoral register and management of elections/referenda/polls
<b>Alison Manning Superintendent Registrar</b>	Registration of births deaths and marriages, conduct of civil partnership, marriage and other ceremonies
<b>Lyneve Thyer Administration Officer Member &amp; Directorate Support</b>	Support for elected members, political groups and financial business management

## Customer Profile

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

Registration and Electoral Services provide services to the whole community. The legal teams provide advice and support to most officers and all members.

Democratic Services, Development & Scrutiny and Member and Directorate Support provide to members and officers and members of the public and organisation who wish to use/understand and participate in the democratic process and work with partner organisations.

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

The Registration and Electoral Services' service will need to change to respond to the proposals for individual voter registration and changes in the law concerning marriages and citizenship entitlement.

## Service Delivery

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

It is hoped that greater joint working with other authorities will at least maintain existing provision at reduced cost.

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

As a result of budget reductions, there will be less ability to provide legal advice and support.

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

Responding to new legislation – particularly the Localism Act.

**Service Costs**

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

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

Increased joint working and economies of scale. Review of support for democratic process/members.

**Summary from Medium Term Service & Resource Plan**

<b>MTS&amp;RP Items</b>	<b>2011/12 (for comparison) £'000</b>	<b>2012/13 £'000</b>	<b>2013/14 £'000</b>	<b>2014/15 £'000</b>
<b>Opening Budget</b>	<b>2411</b>	<b>1962</b>	<b>1862</b>	<b>1802</b>
<b>Removal of one-offs</b>	<b>0</b>	<b>0</b>		

<b>Service Proposed Base Reductions to Balance Budgets</b>	<b>-169</b>	<b>-105</b>	<b>-85</b>	<b>-95</b>
<b>Service Proposed Growth</b>	<b>27</b>	<b>5</b>	<b>25</b>	<b>25</b>
<b>Proposed Base Budget</b>	<b>2269</b>	<b>1862</b>	<b>1802</b>	<b>1732</b>
<b>Target Budget</b>	<b>2081</b>			
<b>Deficit / (Surplus)</b>	<b>188</b>			
<b>Additional Stretch Reductions</b>	<b>-195</b>			
<b>In Year Adjustments</b>	<b>-112</b>			
<b>Proposed Overall Budget</b>	<b>1962</b>	<b>1862</b>	<b>1802</b>	<b>1732</b>

## Workforce Planning

It is important that the Council continues to maintain and develop the workforce necessary to meet its future needs both in terms of the numbers employed and skills & competency required of those employees. To inform the forward Organisational Development and Workforce Planning Strategy, please complete the section below with details of actions you have taken or plan to address your service needs. The list of questions is neither exclusive or exhaustive but intended to assist you in considering the broader issues which may relate to either your service or Change Programme Workstreams. Please also outline any identified needs that you cannot address/think will be more difficult to address.

Alternatively, if you service has developed a specific workforce plan, attach as an appendix to this Service Plan.

<p><b>Organisational Development: Implementation of ‘future organisational model’:</b></p> <ul style="list-style-type: none"> <li>• <i>How are you developing new workforce structures/ways of working to support the ‘future council’ organisational model?</i></li> <li>• <i>What alternative service delivery arrangements are planned/anticipated?</i></li> </ul> <p><i>Are you considering job redesign? If so how/what</i></p>	<p>Will look at joint provision. Already in place for panels of solicitors and barristers with reductions in normal costs.</p>

<p><b>Leadership and Management Development:</b></p> <ul style="list-style-type: none"> <li>• <i>What plans do you have for developing leaders in the new context?</i></li> <li>• <i>Do you have a programme to assess and develop manager competency and meet gaps?</i></li> </ul> <p><i>Have you identified new manager skills that will be necessary in the 'future council'</i></p>	To be addressed as part of the PDR process.
<p><b>Skills &amp; Competencies</b></p> <ul style="list-style-type: none"> <li>• <i>Have you identified new skills/competencies that will be necessary for success in the new working environment/context?</i></li> <li>• <i>Do you think you have a significant skills gap, if so what and how might it be addressed?</i></li> <li>• <i>Have you identified that these skills might be missing/in short supply in the workforce as a whole?</i></li> </ul>	No. There is some deficit in experienced legal staff. We hope to train more junior/younger staff to be able to undertake some of the work.
<p><b>Recruitment &amp; Retention</b></p> <ul style="list-style-type: none"> <li>• <i>Do you anticipate any recruitment difficulties in the current financial climate?</i></li> <li>• <i>Are you undertaking any activity with partner organisations etc to address current/future skills shortages</i></li> </ul> <p><i>Is removal of the default retirement age likely to impact on you workforce?</i></p>	No. Yes – see earlier.
<p><b>Identified needs that cannot be addressed at service level/may be more difficult to address at this level</b></p>	

## 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
<b>1. Promoting independence and positive lives for everyone</b>	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
	Youth Service works with the community to provide opportunities to support and develop young people	C
	Older people are supported to live independently.	D
	The people most in need are supported to live full active lives.	E
<b>2. Creating neighbourhoods where people are proud to live</b>	Where people feel safe	A
	There are decent affordable homes in private and social sector	B
	Clean streets and open spaces	C
	Where people are able to travel easily with reduced traffic congestion and pollution	D
	Where local people actively lead the delivery of improvements in their community	E
	Where there are opportunities to participate in sports, leisure and cultural activities	F
<b>3. Building a stronger economy</b>	With a broad range of job and employment opportunities	A
	With a strong local business sector, tourism, and local shopping	B
	Key development sites are delivered to increase the number of local businesses.	C
	A diverse economy with growth in the low carbon, knowledge creative, and ICT industries	D
<b>4. Developing resilient communities</b>	Where local people have developed their skills and use them to improve their community	A
	Where decisions are made as locally as possible	B
	Where there is easy access to public services and local amenities.	C
	Communities have adapted to changes in our climate and are not dependent on high carbon energy	D

Recycling and reduction in waste continues to be extended

E

<b>Priority 1:</b>		
<b>Details of Service Priority</b>	<b>Implementation of Localism Act/legislative changes</b>	
<b>Impact on local community</b>		
<b>Groups of service users affected</b>	Potentially all/any groups as aspects of health, policing, neighbourhood planning	
<b>Key Activities (add more lines as appropriate)</b>	<b>Timescales</b>	<b>Performance Measures</b>
<b>Contribute to transition to Health &amp; Wellbeing Board (through shadow phase) by advising on membership, reporting links and terms of reference</b>	<b>Ongoing until April 2013 when HWBB goes 'live'</b>	
<b>Consider Cabinet's role in Community Right to Challenge and Community Right to bid and how this will fit with the executive decision making process</b>		
<b>Engage with Academies to service school appeals on their behalf</b>	<b>Ongoing as requests come in</b>	<ul style="list-style-type: none"> <li>• Appeals carried out on time and to high standard</li> <li>• Positive feedback from Academies</li> </ul>
<b>Ensure Constitution and other resources are updated to reflect new arrangements</b>		
<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>
<b>1. Promoting independence and positive lives for everyone</b>	<b>N</b>	
<b>2. Creating neighbourhoods where people are proud to live</b>	<b>Y</b>	<b>B,E</b>
<b>3. Building a stronger economy</b>	<b>N</b>	

4. Developing resilient communities	Y	A,B
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Priority 2:		
Details of Service Priority	Implement all necessary actions regarding the new Standards regime	
Impact on local community		
Groups of service users affected	Members, staff, public	
Key Activities	Timescales	Performance Measures
Adopt new Code of Conduct	April/May 2012?	
Establish governance arrangements regarding Standards Committee in terms of role of Committee/Monitoring Officer, membership, Terms of Reference, relevant delegations etc	“	
Determine new arrangements regarding declaration of interests, register of interests, predetermination	“	
Arrange appropriate training for Members and staff	“	
Ensure all the above is amended in Constitution and on web	“	
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	N	

<b>3. Building a stronger economy</b>	<b>N</b>	
<b>4. Developing resilient communities</b>	<b>N</b>	

**Priority 3:**

<b>Details of Service Priority</b>	<b>Development of “Tell us once” service</b>
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<b>Impact on local community</b>	Better service for public
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<b>Groups of service users affected</b>	Those dealing with bereavement and, in due course, births
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<b>Key Activities</b>	<b>Timescales</b>	<b>Performance Measures</b>
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<b>Working with customer services</b>	<b>June 2012</b>	Public satisfaction
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**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>
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<b>1. Promoting independence and positive lives for everyone</b>	<b>Y</b>	
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<b>2. Creating neighbourhoods where people are proud to live</b>		
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<b>3. Building a stronger economy</b>		
<b>4. Developing resilient communities</b>	Y	

#### Priority 4:

<b>Details of Service Priority</b>	<b>Review of support for democratic process</b>
<b>Impact on local community</b>	Easier access to knowledge of decision made/planned
<b>Groups of service users affected</b>	Interested parties

Key Activities	Timescales	Performance Measures
Review of current arrangements	June 2012	
Implementation of recommendations	September 2012	

**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
<b>1. Promoting independence and positive lives for everyone</b>	N	
<b>2. Creating neighbourhoods where people are proud to live</b>	N	

3. Building a stronger economy	N	
4. Developing resilient communities	Y	

Priority 5:			
Details of Service Priority		Preparation for Police Commissioner role	
Impact on local community			
Groups of service users affected			
Key Activities		Timescales	Performance Measures
Support joint working on preparing for November 2012 election		ongoing	
Facilitate creation of the Police and Crime Panel in shadow and final form		By July 2012	
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	

<b>2. Creating neighbourhoods where people are proud to live</b>	<b>Y</b>	
<b>3. Building a stronger economy</b>	<b>N</b>	
<b>4. Developing resilient communities</b>	<b>Y</b>	



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

Service Priority no	Key Measure(s)	2012/13 Target(s)	Strategic Objective(s)	Outcomes(s)

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# **Policy & Partnerships**

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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>	David Trethewey
<b>Lead Portfolio Holder</b>	Cllr Crossley
<b>Staffing Establishment (2012/13)</b>	23.5

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

#### Service Priorities 2012/13

Developing the Council's approach to Community Led commissioning working with partners and local communities to engage communities in the delivery of their priorities while helping the Council deliver its responsibilities.

Providing the policy lead on environmental sustainability and climate change and driving the shift to a low carbon economy for the Council and across the local partnership. This includes: driving carbon and energy cost reduction activity; creating community capacity for carbon cutting action and tackling fuel poverty; enabling new local sustainable energy production; increasing demand for low carbon businesses and skills and leading on the development of a new partnership and delivery mechanisms for mass domestic energy efficiency retro-fitting through the government's Green Deal.

Mainstreaming equality issues across the Council and enabling services and commissioners to identify the equalities issues of the work they do or planning.

Developing the Council's approach to localism and the Big Society, encourage alternative models of delivery with, in some cases, a less direct role for the Council,

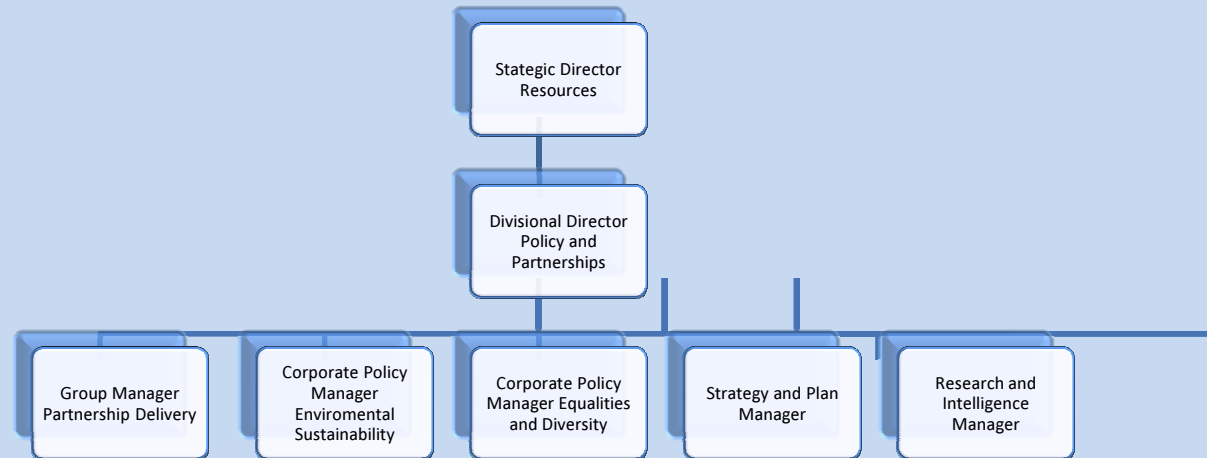
Focus community safety on high risk areas and on mainstreaming activity across the Council in preparation for the introduction of the Police and Crime Commissioners.

Develop Partnership working in the area and in particular the next steps from the Local Strategic Partnership framework and lead work on the new health and wellbeing functions for the Council that include the health and wellbeing board, joint strategic needs assessment and the health and wellbeing strategy.

Producing the Council Corporate plan and helping it set out its vision for the future and how it proposes to work with the Community to deliver that vision.

Continue to deliver a programme of efficient, effective and influential research across the council and other public sector agencies with a focus on understanding the assets and needs of the local population.

## Management Structure of Service



### Service Manager Functions

Andy Thomas	Jane Wildblood	Samantha Jones	Sarah Brown/Helen Edelstyn	Jon Poole
Localism	Climate Change	Equalities	Community Strategy	Research
Community Safety	Carbon Reduction	Council's Public Sector Duty	Partnership Framework	Intelligence
Commissioning	Renewable Energy	Equality Planning	Corporate Plan	Joint Needs Assessment
Funding & Programmes			Health & Well Being	

			Standards & Support	
8.5 fte	4 fte	2 fte	6fte	2 fte

## Customer Profile

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

- The service works externally with the whole community but in particular local groups, parishes, resident groups, representative groups, voluntary organisations, equalities groups.
- The service also works with other statutory partners, Police, Somer Housing, Health, Fire, Probation.
- Internally service works with other services, senior managers and elected members
- Service also works with partners across the wider area.

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

- The government's Green Deal to retrofit all UK homes to high energy efficiency standards to cut carbon emissions, eliminate fuel poverty and increase health, well-being and prosperity requires considerable response from the corporate sustainability function
- New community social enterprise and demand from sections of the community for more support on community energy and energy efficiency projects
- Need to cut schools carbon emissions (and CRC tax liability) has led to an allocation of money from Children's Services to fund a fixed term post to stimulate energy efficiency projects

There are increasing expectations from local communities with regard to the overall "Big Society" agenda. The service is building on its strengths in this area of work through the Stronger Communities Team and is also contributing to the development of the new website which will help with building online community networks.

## Service Delivery

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

- Green Deal delivery partnership and mechanisms
- Establishment of a new Bath City Conference as a network to support local community groups in Bath

- Support for online community groups through the new website
- Launch of revised Community Planning Toolkit
- Contribution to potential for enhanced service delivery through integrating services in new Communications Hub

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

- In corporate sustainability there will be pressures on some of our in-house energy efficient work in particular in relation to the behavioural aspects.

The current budget proposals propose that Council-specific operational roles relating to Anti-Social Behaviour will end. This will be mitigated by a move to a new joint team involving Somer and the Police and by the Council using as appropriate the new tools and powers relating to its own areas of responsibility. Proposed budget reductions will also impact on management of service delivery in Children's Services, namely the Youth Inclusion and Support Panel project (Compass), the Family Intervention Project (FIP) and the Strengthened Families, Strengthening Communities parenting programme. The FIP is relevant to the roll-out of Community Budgets and to complex family referrals for the DWP-funded worklessness initiative

Reductions in funding for commissioning and grants to voluntary organisations will have the following identified impacts:

- There is expected to be a reduction in funding compared to previous commissioning budgets for voluntary sector infrastructure support and funding for Timebanking. The new commissioning cycle is intended to ensure available funding maximises the support available to voluntary and community sector. It is also intended that it will provide support for further development of volunteering and social action in the context of the Big Society agenda.
- Community Safety will also see significant reductions in commissioning budgets which may have impacts on particular organisations, particularly where there is a move to framework contracts. There will continue to be funding available for specific casework relating to the needs of vulnerable victims and for providing the valued Independent Domestic Violence Advice service.
- Equality focussed commissions will be reduced with impacts on the support available to vulnerable and minority groups.

### **Equality**

A saving of 40% of the Equality budget is proposed. This will be achieved by reduced staffing and a reduction in the corporate reasonable adjustment budget which means that services, elected members and strategic partners will need to address issues of inequality, discrimination and unfair treatment in employment and service delivery with significantly less advice, guidance and support.

Services will have reduced opportunity to supplement their own budget when having to provide alterations to the working environment for Disabled staff.

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

#### Corporate Sustainability:

- The government's Green Deal is due to start in autumn 2012 and the Council is committed to leading on this to ensure effective delivery in Bath & North East Somerset, to ensure that the most vulnerable benefit first and that the economic benefits are retained locally.
- the most significant impacts will be:  
Detailed Government regulations emanating from the Localism Act- for example, relating to community Right to Buy  
The introduction of the Cabinet Office Community Organisers Scheme into Bath & North East Somerset

## Service Costs

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

Green Deal – new area of work for which resource implications are currently being developed for Cabinet consideration in January 2012.

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

There will be significant improvements in value for money and ongoing operating costs from the transfer of the CCTV monitoring operation to the new communications hub.

### Summary from Medium Term Service & Resource Plan

MTS&RP Items	2011/12 (for comparison) £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Opening Budget	2259	1925	1741	1704



<b>Removal of one-offs</b>	<b>0</b>	<b>-31</b>		
<b>Service Proposed Base Reductions to Balance Budgets</b>	<b>-124</b>	<b>-285</b>	<b>-50</b>	<b>-57</b>
<b>Service Proposed Growth</b>	<b>-138</b>	<b>132</b>	<b>13</b>	<b>13</b>
<b>Proposed Base Budget</b>	<b>1997</b>	<b>1741</b>	<b>1704</b>	<b>1660</b>
<b>Target Budget</b>	<b>1845</b>			
<b>Deficit / (Surplus)</b>	<b>152</b>			
<b>Additional Stretch Reductions</b>	<b>-102</b>			
<b>In Year Adjustments</b>	<b>30</b>			
<b>Proposed Overall Budget</b>	<b>1925</b>	<b>1741</b>	<b>1704</b>	<b>1660</b>

## Workforce Planning

It is important that the Council continues to maintain and develop the workforce necessary to meet its future needs both in terms of the numbers employed and skills & competency required of those employees. To inform the forward Organisational Development and Workforce Planning Strategy, please complete the section below with details of actions you have taken or plan to address your service needs. The list of questions is neither exclusive or exhaustive but intended to assist you in considering the broader issues which may relate to either your service or Change Programme Workstreams.

Please also outline any identified needs that you cannot address/think will be more difficult to address.

Alternatively, if you service has developed a specific workforce plan, attach as an appendix to this Service Plan.

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

- *How are you developing new workforce structures/ways of working to support the 'future council' organisational model?*
- *What alternative service delivery arrangements are*

Teams will build on their existing experience with local communities to emphasise the role to "enable" organisations and communities to help themselves and become less reliant on Council funding.

<p><i>planned/anticipated?</i>  <i>Are you considering job redesign? If so how/what</i></p>	<p>There will also be an increasing focus on building and developing the skills required for effective commissioning.</p>
<p><b>Leadership and Management Development:</b></p> <ul style="list-style-type: none"> <li>• <i>What plans do you have for developing leaders in the new context?</i></li> <li>• <i>Do you have a programme to assess and develop manager competency and meet gaps?</i></li> </ul> <p><i>Have you identified new manager skills that will be necessary in the 'future council'</i></p>	<p>Teams will increasingly develop leadership roles to help create local visions, take opportunities as they arise, manage key risks and to facilitate resolution of local issues and address “missings” continue to support leadership development through the Leaders of Change programme and breakthrough commitments.</p>
<p><b>Skills &amp; Competencies</b></p> <ul style="list-style-type: none"> <li>• <i>Have you identified new skills/competencies that will be necessary for success in the new working environment/context?</i></li> <li>• <i>Do you think you have a significant skills gap, if so what and how might it be addressed?</i></li> <li>• <i>Have you identified that these skills might be missing/in short supply in the workforce as a whole?</i></li> </ul>	<p>New Skills/competencies:</p> <ul style="list-style-type: none"> <li>- Commissioning &amp; procurement skills (for P &amp; P staff)</li> <li>- Carbon literacy across wide range of services (across the Council)</li> </ul>
<p><b>Recruitment &amp; Retention</b></p> <ul style="list-style-type: none"> <li>• <i>Do you anticipate any recruitment difficulties in the current financial climate?</i></li> <li>• <i>Are you undertaking any activity with partner organisations etc to address current/future skills shortages</i></li> </ul> <p><i>Is removal of the default retirement age likely to impact on you workforce?</i></p>	
<p><b>Identified needs that cannot be addressed at service level/may be more difficult to address at this level</b></p>	

## Equalities

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**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
<b>1. Promoting independence and positive lives for everyone</b>	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
	Youth Service works with the community to provide opportunities to support and develop young people	C
	Older people are supported to live independently.	D
	The people most in need are supported to live full active lives.	E
<b>2. Creating neighbourhoods where people are proud to live</b>	Where people feel safe	A
	There are decent affordable homes in private and social sector	B
	Clean streets and open spaces	C
	Where people are able to travel easily with reduced traffic congestion and pollution	D
	Where local people actively lead the delivery of improvements in their community	E
	Where there are opportunities to participate in sports, leisure and cultural activities	F
<b>3. Building a stronger economy</b>	With a broad range of job and employment opportunities	A
	With a strong local business sector, tourism, and local shopping	B
	Key development sites are delivered to increase the number of local businesses.	C
	A diverse economy with growth in the low carbon, knowledge creative, and ICT industries	D
<b>4. Developing resilient communities</b>	Where local people have developed their skills and use them to improve their community	A
	Where decisions are made as locally as possible	B

	Where there is easy access to public services and local amenities.	C
	Communities have adapted to changes in our climate and are not dependent on high carbon energy	D
	Recycling and reduction in waste continues to be extended	E

<b>Priority 1:</b>		
<b>Details of Service Priority</b>	Develop partnership working in the area and in particular the next steps for the Local Strategic Partnership framework.	
<b>Impact on local community</b>	Positive impact: through a streamlined partnership model that better supports community engagement.	
<b>Groups of service users affected</b>	No adverse effect	
<b>Key Activities (add more lines as appropriate)</b>	<b>Timescales</b>	<b>Performance Measures</b>
Agree and deliver a new partnership model for B&NES, which includes the deletion of the Local Strategic Partnership Board and creates an Annual Community Assembly. (The new model seeks to deliver improved local leadership and better community engagement)	April 2012	New partnership model agreed and in place
Refresh the partnership vision through a revised Sustainable Community Strategy	Summer 2012?	Publish refreshed Sustainable Community Strategy (SCS)
<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>
<b>1. Promoting independence and positive lives for everyone</b>	Y	SCS outcomes
<b>2. Creating neighbourhoods where people are proud to live</b>	Y	SCS outcomes
<b>3. Building a stronger economy</b>	Y	SCS outcomes
<b>4. Developing resilient communities</b>	Y	SCS outcomes

**Priority 2:**

<b>Details of Service Priority</b>	Lead work on the new health and wellbeing functions for the Council that include the health and wellbeing board, joint strategic needs assessment and the health and wellbeing strategy.
<b>Impact on local community</b>	Positive impact: through improved community representation and influence in health and wellbeing strategic decision-making – through the role of local healthwatch and elected members on the health and wellbeing board.
<b>Groups of service users affected</b>	No adverse effect

<b>Key Activities</b>	<b>Timescales</b>	<b>Performance Measures</b>
Establish the Health and Wellbeing Board (shadow until April 13)	April 12	The Board is established
Refresh the Joint Strategic Needs Assessment	April 12	The JSNA refresh is complete and summary document published
Publish a Health and Wellbeing Strategy	Summer 12	The Strategy is published and an implementation steering group established

**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>
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<b>1. Promoting independence and positive lives for everyone</b>	<b>Y</b>	Health and Wellbeing Strategy outcome
<b>2. Creating neighbourhoods where people are proud to live</b>	<b>Y</b>	Health and Wellbeing Strategy outcome
<b>3. Building a stronger economy</b>	<b>Y</b>	Health and Wellbeing Strategy outcome
<b>4. Developing resilient communities</b>	<b>Y</b>	Health and Wellbeing Strategy outcome

<b>Priority 3:</b>		
<b>Details of Service Priority</b>	Producing the Council Corporate plan and helping it set out its vision for the future and how it proposes to work with the Community to deliver that vision.	
<b>Impact on local community</b>	Positive impact: the corporate plan is an essential communication tool. It not only guides Council activity but provides local people with information on our vision and how we will make this vision a reality.	
<b>Groups of service users affected</b>	No adverse effect	
Key Activities	Timescales	Performance Measures
Publish the 2012 – 2015 Corporate Plan	April 2012	Corporate Plan is 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	Y	Corporate Plan outcome
2. Creating neighbourhoods where people are proud to live	Y	Corporate Plan outcome
3. Building a stronger economy	Y	Corporate Plan outcome
4. Developing resilient communities	Y	Corporate Plan outcome

### Priority 4:

#### Details of Service Priority

Providing the policy lead on environmental sustainability, climate change and driving the shift to a low carbon economy for the Council and across the local partnership. This includes: driving carbon and energy cost reduction activity; creating community capacity for carbon cutting action and tackling fuel poverty; enabling new local sustainable energy production; increasing demand for low carbon businesses and skills and leading on the development of a new partnership and deliver mechanisms for mass domestic energy efficiency retro-fitting through the government's Green Deal.

This service enables the Council to meet the commitments made in the 2009 SCS to lead the area to a 45% cut in carbon emissions by 2026, as well as the Carbon Management Plan commitment to cut operational carbon emissions by 30% by 2014 and the Vision commitments to 'communities that are low carbon' and 'adapted to



	changes in our climate and not dependent on high carbon energy'. The administration is committed to the Council leading on the Green Deal.	
<b>Impact on local community</b>	Tackling climate change and cutting carbon emissions have direct impacts on all citizens in terms cutting energy costs and benefits to health and well-being, with particular benefit to those in fuel poverty, and for the future prosperity of the area through new green apprenticeships, jobs and business opportunities.	
<b>Groups of service users affected</b>	All residents and businesses are affected, but particularly those living in fuel poverty or in energy inefficient homes and business premises; those already in or seeking to develop green businesses; community groups, parish councils and active individuals who want to take local action on climate change.	
Key Activities	Timescales	Performance Measures
1. Develop the work of the Environmental Sustainability Partnership (ESP), in particular coordinating and developing the work groups targeting key priorities such as the Green Deal and clean energy development	Ongoing	Progress monitored against action plan by ESP board on a quarterly basis
2. Manage ESP projects such as the Cooperation Agreement with Bath & West Community Energy to deliver best possible community outcomes and ensure maximum benefit to the local community from government incentives such as FIT & RHI	Ongoing	Number of new community based sustainable energy projects in 2012-13 Size of BWCE Community Energy Fund
3. On behalf of Children's Services, manage fixed term schools' energy efficiency officer to increase the uptake of measures in schools, particularly in schools who now have BWCE solar roofs and those who have participated in Energy Futures projects	Plan and timescales to be determined once officer recruited	Number of energy efficiency projects implemented in schools
4. Lead the development of the Council's approach to delivery of the Green Deal in conjunction with key partners such as Somer Housing and BWCE, including the West of England Green Deal research project. <b>NB Subject to Cabinet agreement on resources</b>	National Green Deal scheme due to launch in autumn 2012	Green Deal Partnership set up in time for launch
5. Community enablement work on sustainable energy and energy efficiency and Green Deal preparation and delivery, through projects such as: Bath Homes Fit for the Future, Local Energy	Bath Homes Fit for the Future project public events March to end	Number of homes in Bath Homes Fit for the Future, number of visitors to open house events,

Champions and the Environmental Sustainability Network. <b>NB Only partly funded for 2012/13, so scope dependent on Cabinet agreement on resources</b>	April 2012 and further tbd, dependent on resources	number of energy champions active, activity recorded on the ES Network (Ning)
6. Implementation of second year of Corporate Travel Plan (2011-14) (part of the operational Carbon Management Plan)	TBD, subject to SDG approvals	Virtual Travel Office set up; Management decision tree adopted; Reduction of mileage claims for business travel in line with 25% reduction target 2011-14
7. Review of Carbon Management Plan with a view to finding a more effective approach, because currently operational carbon emissions are rising rather than reducing.	tbd	Dependent on outcome of review

**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	Y	A, B, C, D
2. Creating neighbourhoods where people are proud to live	Y	B, D
3. Building a stronger economy	Y	A, B, D
4. Developing resilient communities	Y	A, B, D

**Priority 5:**

**Details of Service Priority**

Developing the Council's approach to localism and the Big Society, encourage alternative models of delivery with, in some cases, a less direct role for the Council,

<b>Impact on local community</b>	Specific projects within local communities (eg from additional volunteering); increases in the capacity of local communities to address their own concerns; improvements in student-community relationships		
<b>Groups of service users affected</b>	Students, residents in areas with student populations, older, isolated people particularly in rural areas		
Key Activities	Timescales	Performance Measures	
Use innovative approaches to commissioning to help build community capacity and encourage innovation in service delivery-	July 2012 new commissioning cycle begins	Volunteer hours and additional funding levered in	
Help lever in the capacity of the Student Community Partnership to focus on key priorities such as graduate retention and HMOs	May – new Student Community Partnership agreement in place	Numbers receiving e-bulletin; number of properties in accreditation scheme	
Engage with rural communities and reduce isolation through the Chew Valley Area Partnership		Joint projects at Chew Magna “hub”	
Lead the Council’s response to the opportunities and challenges contained in the Localism Act and other national initiatives	September 2012- issue new Community Planning Toolkit identifying tools for local communities and linking with Neighbourhood Planning Protocols	4 new community plans being prepared with our support Improvements “on the ground” as a result of community planning	
Develop a whole-Council approach to volunteering which utilises the skills and experience of council staff within the community and also develops appropriate volunteer roles within the Council	Approach agreed by September 2012	Number of volunteers engaged as Victim Support ambassadors  Number of volunteering team events  Number of partners involved in events	
Help shape national initiatives and programmes so they better meet local needs, working closely with elected members	Healthwatch-recommission by 1st July 2012; other	Local people involved Local priorities supported Businesses involved	

	timescales in place for <ul style="list-style-type: none"> <li>• Community First</li> <li>• Big Local Trust</li> <li>• Cultural Olympiad</li> </ul>	
Engaging local people in improving local green spaces and local facilities and promoting a low-carbon future	Awards evening- September 2012	3 new entries for In Bloom Renewable Energy Action Zone
Providing a voice for local residents through the Bath City Conference	Conference to be held May 2012	Numbers engaged online
Help people involved in Community 67 to develop their Business Plan and build on their work to improve the local community	October 2012	Projects running % use of premises

**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	Y	E
2. Creating neighbourhoods where people are proud to live	Y	B,C,E
3. Building a stronger economy	N	
4. Developing resilient communities	Y	A,B,C,D

**Priority 6:**

<b>Details of Service Priority</b>	Focus community safety on high risk areas and on mainstreaming activity across the Council in preparation for the introduction of the Police and Crime Commissioners
<b>Impact on local community</b>	The actions of the police, council and other agencies has a significant impact and crime and in particular the fear of crime.

<b>Groups of service users affected</b>	Potential victims of crime, particularly vulnerable groups; all users of the public realm (eg, in the evening); local residents who are concerned about anti-social behaviour		
Key Activities	Timescales	Performance Measures	
Ensure local priorities are reflected in Police and Crime Commissioners planning	July 2012- Shadow Policing and Crime Panel to be in place  November 2012- election for PCC	Local priorities reflected in new Policing Plans	
Manage budget reductions to maintain support to the most vulnerable victims and to victims of Domestic Violence and Abuse	July/September 2012- recommission services	MARAC data  Partnership to adopt Domestic Homicide Review Protocol and ensure links with Safeguarding	
Help facilitated the development of a cross-agency team to address anti-social behaviour	tbd	Streamlined system which addresses cases swiftly	
Support the development of high-quality services through transition of CCTV operations to the new Communications Hub	April 2012	Efficiency measures; CCTV coverage and contribution to evidence gathering	
Community Alcohol Partnership to be in place in Midsomer Norton ; extend learning to other areas through Protocol learning from this pilot	April 2012	Community feedback on the issue locally	
<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	
Promoting independence and positive lives for everyone	Y	C	
Creating neighbourhoods where people are proud to live	Y	A,E	
Building a stronger economy			
Developing resilient communities	Y	A,B,C	

## Priority 7:

<b>Details of Service Priority</b>	<b>Tackling inequality and mainstreaming equality</b>
<b>Impact on local community</b>	That the Council is able to identify and address areas of inequality and disadvantage; we will have a sophisticated understanding of our communities which influences and advises policy, strategy and decision making processes.
<b>Groups of service users affected</b>	All service users, stakeholders, residents and visitors. All vulnerable people / minority groups.

Key Activities	Timescales	Performance Measures
The Council is able to demonstrate that we are meeting our Public Sector Equality Duties	April 2012	
That we are working as a leader with our partners to improve equality, eliminate discrimination and to enhance diversity in our area	April 2012	
Equality analysis is well informed and is used to influence strategic plans	April 2012	
Elected members are better informed to support them in their role as community leaders	April 2012	

### 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
Promoting independence and positive lives for everyone	y	D, E
Creating neighbourhoods where people are proud to live	y	A, B, E, F
Building a stronger economy	y	A
Developing resilient communities	y	A,C

Service Priority no	Key Measure(s)	2012/13 Target(s)	Strategic Objective(s)	Outcomes(s)

**Priority 8:**

<b>Details of Service Priority</b>	Continue to deliver a programme of efficient, effective and influential research across the council and other public sector agencies with a focus on understanding the assets and needs of the local population.		
<b>Impact on local community</b>	That the Council is capable of making commissioning decisions based on the best possible available information about the needs of the local community		
<b>Groups of service users affected</b>	All service users, stakeholders, residents and visitors. All vulnerable people / minority groups.		
	<b>Key Activities</b>	<b>Timescales</b>	<b>Performance Measures</b>
	Support the refresh of the Joint Strategic Needs Assessment and deliver an ongoing programme of research activity across the council and NHS services	April 2012 and ongoing	See priority 2
	Support delivery of service plans and change programmes across the organisation to ensure that decision making is grounded in effective research	April 2012	Evaluation of conducted research (baseline planned Jan 12)
	Work with procurement to deliver savings in the total amount the council spends on research	September 2012	Reduction in total spend (baseline for 11/12 to be

		developed)
Work with all departments and key partners to ensure that appropriate resources are available to deliver research requirements, commencing with People & Communities Change Programme	April 2012 and ongoing	Agreement of a future model for delivering research activity

**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
Promoting independence and positive lives for everyone	y	A, B, C, D, E
Creating neighbourhoods where people are proud to live	y	A, B, C, D, E, F
Building a stronger economy	y	A, B, C, D
Developing resilient communities	y	A, B, C

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Service Priority no	Key Measure(s)	2012/13 Target(s)	Strategic Objective(s)	Outcomes(s)





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# **Property Services Service Action Plan**

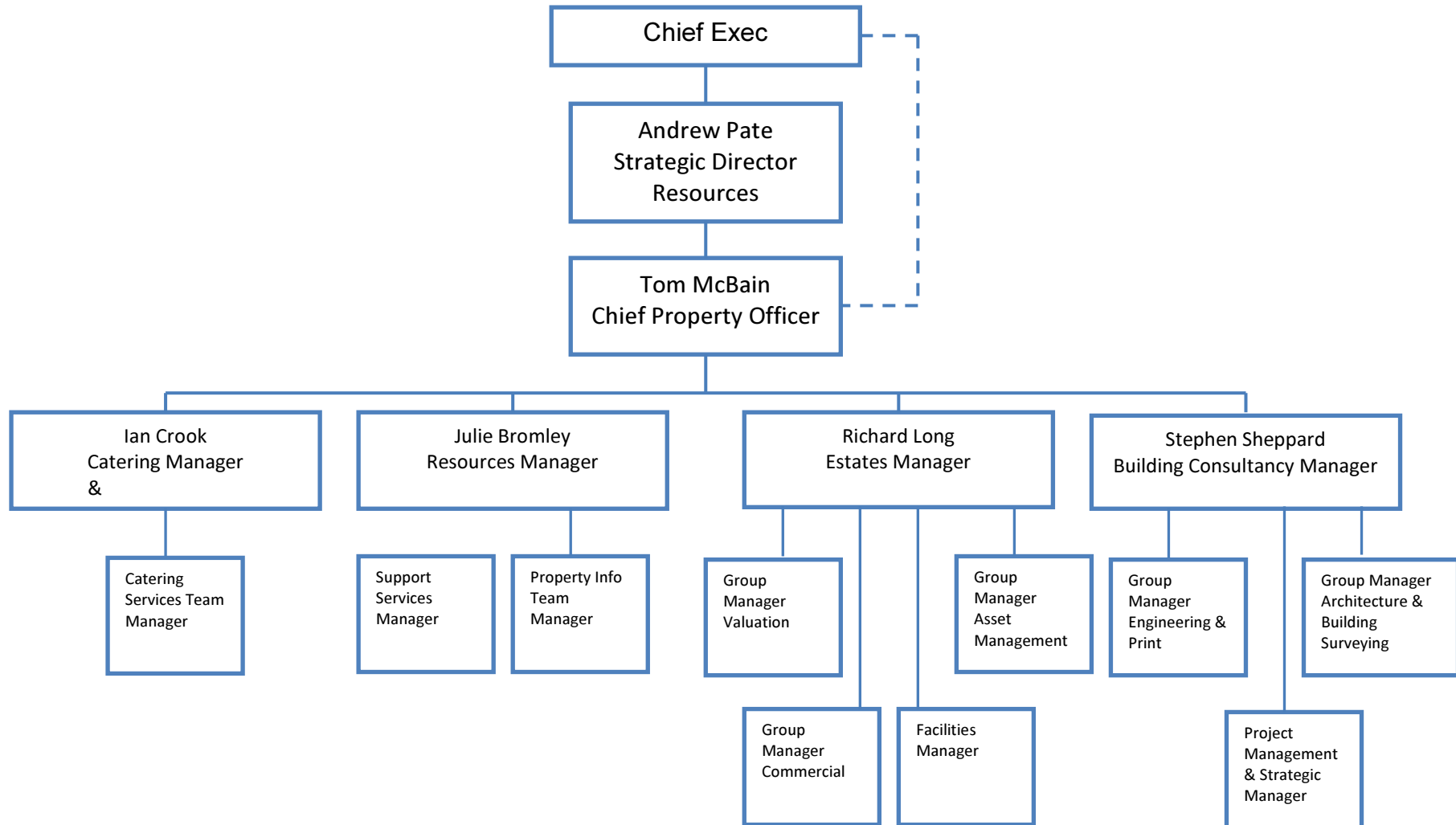
**2012/13**

## **Introduction**

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.

<b>Divisional Director</b>	Tom McBain
<b>Lead Portfolio Holder</b>	Cllr David Bellotti
<b>Staffing Establishment (2012/13)</b>	Property Services 131 FTE (Traded Services 128 FTE)
<b>Scope of Service (size, proportions and activities)</b>	
<p>Sole responsibility for providing strategic and operational property advice to Council, Cabinet and service areas.</p> <p>Providing a robust, cost effective and professional management of the Council's property assets to ensure they provide value for money, are fit for purpose and fully support the Council in delivering its vision, core values and priorities.</p> <p>Supporting and advising all service areas of the Council on the effective use of property to allow teams to deliver services directly to the public. This includes delivering the Council-wide strategic plan for assets that promotes efficient property use as a driver within the medium term financial plan. Also the management of 340 operational properties including schools, libraries, depots and offices and 325 community and infrastructure assets including parks, open spaces and play areas.</p> <p>Delivering a comprehensive range of property services to manage and maintain the Council's property holdings held within the revenue estate and to optimise the return from this investment. This includes the management of 525 let properties of which 200 comprise the prime investment estate. 2010/11 income from the portfolio was £15.6 million, of which £12.2 million was from the commercial estate.</p> <p>Delivering property related projects on behalf of clients and stakeholders to enable services and occupiers to achieve their property aspirations and to deliver effective services.</p> <p>Supporting the Council's aims to generate access to capital resources for reinvestment through the disposal and redevelopment of identified assets.</p> <p>Working directly with other Council services to plan, design, procure and manage construction and development schemes.</p> <p>Providing an efficient, cost-effective building maintenance service, building cleaning service, catering service and print and design service. In 2011/12 this included 4,500 school meals provided and 200 vulnerable people provided with community meal each day.</p> <p>Leading the Workplaces programme to implement flexible working across the Council, reduce the Council's carbon footprint by 70% and the amount of office accommodation by 40%, reduce the number of Council occupied offices from twelve to three, increase recycling and provide an off-site storage and archive facility.</p>	

## Management Structure of Service



<b>Service Manager Functions</b>			
<b>Ian crook</b>	<b>Julie Bromley</b>	<b>Richard Long</b>	<b>Stephen Sheppard</b>
<b>Catering Manager and Special Projects</b>	<b>Resources Manager</b>	<b>Estates Manager</b>	<b>Building Consultancy Manager</b>
Catering Services	Property Information Team & Knowledge Management Unit	Valuation team	Project Management and Strategic Group
Special Projects	Admin Support	Commercial Team	Architectural and Surveying Group
	Finance Team	Facilities Management	Engineering Group
		Strategic Management	

## Customer Profile

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

- Customers include Council, Cabinet and other leaders who require strategic and operational property advice and information and any service area within the Council with a requirement for Property Services.
- Stakeholders may be defined as those benefitting from the revenue and capital generation programmes.
- Traded Services such as cleaning and catering provide services to other Council service teams and direct to schools.

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

- Other services are experiencing a reduction in their budgets which will have a negative impact on the demand for Property Services.
- Schools have experienced severe reductions to devolved budgets which will affect the volume of capital projects to be managed.
- The transfer of care provision to Sirona Care and Health has placed a contractual pressure on repair and maintenance budgets and contractual obligations on the Council that previously did not exist.

## Service Delivery

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

- Embedding a climate of distinct commissioner / provider functions within Property Services with Estates acting as the professional property agent to the Council in relation to the management of the property portfolio. Estates will provide a range of services and functions direct to the Council and act as the client in commissioning other property services including the Building Consultancy within Property Services.
- The introduction of project management principles across all Property Services' workstreams will provide better project reporting and monitoring of projects.
- Both of the above will help to improve relationships and ways of working with clients.
- Prioritisation of work linked to capacity within teams – prioritisation will be assisted by the implementation of project management principles and the commissioner and client functions.
- New software for Community Meals teams will enable efficiency savings which will be passed to the client service (Adult Services).

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

- Traded Services – removal of budget deficits and increased efficiencies £103k. Mainly affects Catering and Cleaning. We will be reviewing how traded services are delivered and what we should be delivering in the future.

- Staff or post reduction £150k. This equates to approximately 4.8FTEs. It is envisaged that these reductions will be made through the removal of vacant posts to avoid any compulsory redundancies.

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

- Academies present new way of working, a potential change in demand (although this has not seen yet) and the potential for teams to be more focussed on maintaining strong relationships with stakeholders. Focus needs to be on client need within a framework of affordability and choice.
- The Localism Act will require Property Services to engage with community groups on matters such as the Community Right To Bid and allocation of local assets, which is a new way of working, currently has little governance or guidance and currently, the potential level of interest from the community is difficult to estimate.
- The economic climate will continue to offer a challenge for the realisation of income and development opportunities.
- Public sector financial pressures may not directly affect parts of Property Services but reduced client budgets will affect demand on the service and potentially cause challenge to the cost of the service provided. Property Services will need to demonstrate value for money in the services it provides.

## Service Costs

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

Dimensions:

	Exp £	Inc £	Net £
Property Services Teams	5.737	1.664	4.073
Corporate Estate	6.573	1.225	5.348
Commercial Estate	1.246	15.263	14.017
Traded Services	5.096	5.043	0.053
Client works	1.823	1.823	0.000
Capital schemes (approx.5 year programme)	51.963	0.000	51.963



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

- Commercial Estate income – work will continue to actively manage the Commercial Estate with a programme of lease renewals and the on-going benefit of a major lease restructure increasing income by £300k. Other opportunities are being sought to improve this target and protect the Council from future impacts of the economic climate.
- Decrease in staffing numbers will reduce the cost of running the corporate and commercial estates. There will also be value for money improvements in other corporate FM functions carried out by Property Services.
- A zero-based budgeting exercise is underway which will address service priorities and capacities.

### Summary from Medium Term Service & Resource Plan

MTS&RP Items	2011/12 (for comparison) £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Opening Budget	-5297.822	-5482.360	-5925.982	-6163.662
Removal of one-offs	0.000	72.319		
Service Proposed Base Reductions to Balance Budgets	0.000	-553.000	-303.984	-345.770
Service Proposed Growth	0.000	37.059	66.304	66.304
Proposed Base Budget	-5297.822	-5925.982	-6163.662	-6443.128
Target Budget	-5297.822			
Deficit / (Surplus)	0.000			
Additional Stretch Reductions	0.000			
In Year Adjustments	-184.538			
Proposed Overall Budget	-5482.360	-5925.982	-6163.662	-6443.128

## Workforce Planning

It is important that the Council continues to maintain and develop the workforce necessary to meet its future needs both in terms of the numbers employed and skills & competency required of those employees. To inform the forward Organisational Development and Workforce Planning Strategy, please complete the section below with details of actions you have taken or plan to address your service needs. The list of questions is neither exclusive nor exhaustive but intended to assist you in considering the broader issues which may relate to either your service or Change Programme Workstreams.

Please also outline any identified needs that you cannot address/think will be more difficult to address.

Alternatively, if your service has developed a specific workforce plan, attach as an appendix to this Service Plan.

<p><b>Organisational Development: Implementation of ‘future organisational model’:</b></p> <ul style="list-style-type: none"> <li>• <i>How are you developing new workforce structures/ways of working to support the ‘future council’ organisational model?</i></li> <li>• <i>What alternative service delivery arrangements are planned/anticipated?</i></li> <li>• <i>Are you considering job redesign? If so how/what</i></li> </ul>	<p>Implementing the commissioner and provider principle of working will be a move towards working within a ‘future Council’ model. This includes designing an intelligent client structure.</p> <p>Further implementing new ways of working will ensure flexible, efficient and customer-driven working practices.</p>
<p><b>Leadership and Management Development:</b></p> <ul style="list-style-type: none"> <li>• <i>What plans do you have for developing leaders in the new context?</i></li> <li>• <i>Do you have a programme to assess and develop manager competency and meet gaps?</i></li> <li>• <i>Have you identified new manager skills that will be necessary in the ‘future council’</i></li> </ul>	<p>Property Services will continue to encourage and support staff through the Council’s management programme and the use of external opportunities. Professional and technical staff are required to comply with CPD requirements when part of a professional organisation and this type of training is often wider than technical training and encourages personal development.</p> <p>Further work is underway to address identified staff risks/potential gaps due to factors such as the age profile of the senior managers.</p> <p>The adoption of project management principles across the whole service will allow staff to take more responsibility for delivering workstreams and will encourage managers to develop skills which will suit the new way of working, as well as giving good control over budgets, programmes and outcomes.</p> <p>It is likely that managers will need to acquire new or develop existing skills within the ‘future Council’ model.</p>
<p><b>Skills &amp; Competencies</b></p>	<p>The commissioner and provider focus may well identify a further need for</p>

<ul style="list-style-type: none"> <li>• <i>Have you identified new skills/competencies that will be necessary for success in the new working environment/context?</i></li> <li>• <i>Do you think you have a significant skills gap, if so what and how might it be addressed?</i></li> <li>• <i>Have you identified that these skills might be missing/in short supply in the workforce as a whole?</i></li> </ul>	<p>different skills within the services.</p> <p>The implementation of project management as a generic skill across all teams.</p> <p>Most people's jobs will require the same skills.</p> <p>Prioritisation of work by capacity will help to identify skills gaps.</p> <p>Frequent PDR's and staff/manager meetings where appropriate, should identify skills gaps.</p>
<p><b>Recruitment &amp; Retention</b></p> <ul style="list-style-type: none"> <li>• <i>Do you anticipate any recruitment difficulties in the current financial climate?</i></li> <li>• <i>Are you undertaking any activity with partner organisations etc. to address current/future skills shortages</i></li> <li>• <i>Is removal of the default retirement age likely to impact on you workforce?</i></li> </ul>	<p>It seems unlikely that there will be any short term recruitment issues.</p> <p>Changes to the retirement age could have an impact on the service due the age profile within some teams.</p>
<p><b>Identified needs that cannot be addressed at service level/may be more difficult to address at this level</b></p>	

## 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
<b>1. Promoting independence and positive lives for everyone</b>	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
	Youth Service works with the community to provide opportunities to support and develop young people	C
	Older people are supported to live independently.	D
	The people most in need are supported to live full active lives.	E
<b>2. Creating neighbourhoods where people are proud to live</b>	Where people feel safe	A
	There are decent affordable homes in private and social sector	B
	Clean streets and open spaces	C
	Where people are able to travel easily with reduced traffic congestion and pollution	D
	Where local people actively lead the delivery of improvements in their community	E
	Where there are opportunities to participate in sports, leisure and cultural activities	F
<b>3. Building a stronger economy</b>	With a broad range of job and employment opportunities	A
	With a strong local business sector, tourism, and local shopping	B
	Key development sites are delivered to increase the number of local businesses.	C
	A diverse economy with growth in the low carbon, knowledge creative, and ICT industries	D
<b>4. Developing resilient communities</b>	Where local people have developed their skills and use them to improve their community	A
	Where decisions are made as locally as possible	B
	Where there is easy access to public services and local amenities.	C
	Communities have adapted to changes in our climate and are not dependent on high carbon energy	D
	Recycling and reduction in waste continues to be extended	E

## Priority 1:

<b>Details of Service Priority</b>	<b>Asset Management</b>
<b>Impact on local community</b>	The service will be able to demonstrate value from money from the Council's property assets as a result of good asset management.
<b>Groups of service users affected</b>	Indirectly all services

Key Activities (add more lines as appropriate)	Timescales	Performance Measures
Asset review, informed by the understanding of the condition of the asset which determines appropriate repairs and maintenance programme to ensure that assets are fit for purpose and meet the accommodation needs of the Council	Annual Programme	Completion of programme in full, on time and within budget
Condition surveys	Annual Programme	Completion of programme in full, on time and within budget
Repairs and maintenance programme	Annual Programme	Completion of programme in full, on time and within budget
Disposal programme (releasing assets for sale or development) for properties and assets identified as surplus to requirement or need	Annual Programme	Completion of programme in full, on time and within budget

### 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
<b>1. Promoting independence and positive lives for everyone</b>	No direct contribution	
<b>2. Creating neighbourhoods where people are proud to live</b>	No direct contribution	
<b>3. Building a stronger economy</b>	No direct contribution	
<b>4. Developing resilient communities</b>	No direct contribution	

## Priority 2:

<b>Details of Service Priority</b>	To maintain and increase income generation from the investment estate
<b>Impact on local community</b>	Revenue generation programme to support the provision of Council Services
<b>Groups of service users affected</b>	Indirectly all services

Key Activities	Timescales	Performance Measures
Income profiling, monitoring and management	Annual programme	Overall performance of estate
Management of voids	On-going programme	Level of void properties (in terms of number of properties, £ and as percentage of rent roll)
Management of debt	On-going programme	Level of debt (£ and as percentage of rent roll)
Identification of new income opportunities	As identified	To be set for each opportunity
Management of existing leases	On-going programme	Overall performance of estate

### 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
<b>1. Promoting independence and positive lives for everyone</b>	No direct contribution	
<b>2. Creating neighbourhoods where people are proud to live</b>	No direct contribution	
<b>3. Building a stronger economy</b>	Secondary contribution	<i>Potential</i> for A, B or C
<b>4. Developing resilient communities</b>	No direct contribution	

### Priority 3:

<b>Details of Service Priority</b>	<b>Maintain and increase levels of capital generation from development opportunities and sale of surplus property assets</b>
<b>Impact on local community</b>	Capital generation programme to support the provision of Council Services
<b>Groups of service users affected</b>	Indirectly all services

Key Activities	Timescales	Performance Measures
Pursuing a programme of developments projects	Annual programme	Budget, timescales, milestones and objectives within individual projects
Pursuing a programme of disposal projects	Annual programme	
(see appendix of key projects and workstreams)		

### 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
<b>1. Promoting independence and positive lives for everyone</b>	No direct contribution	
<b>2. Creating neighbourhoods where people are proud to live</b>	No direct contribution	
<b>3. Building a stronger economy</b>	Secondary contribution	<i>Potential for A, C or D but these may not be the main drivers for a given project</i>
<b>4. Developing resilient communities</b>	No direct contribution	

## Priority 4:

<b>Details of Service Priority</b>	<b>Managing capital and revenue R&amp;M (repairs and maintenance) programmes in line with Priority 1</b>
<b>Impact on local community</b>	Council's property assets demonstrate value from money and are fit for purpose and remain safe, warm, weather tight and operational
<b>Groups of service users affected</b>	Indirectly all services

<b>Key Activities</b>	<b>Timescales</b>	<b>Performance Measures</b>
Corporate capital planned maintenance and DDA programme	Annual programme	Budget, programme, milestones and objectives within each individual projects
Corporate revenue funded planned maintenance programme	Annual programme	
Commercial revenue funded planned maintenance programme	Annual programme	

### 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>	Secondary contribution	The DDA programme will contribute to making Council assets more accessible for a greater number of service users
<b>2. Creating neighbourhoods where people are proud to live</b>	No direct contribution	
<b>3. Building a stronger economy</b>	No direct contribution	
<b>4. Developing resilient communities</b>	No direct contribution	



<b>Priority 5:</b>		
<b>Details of Service Priority</b>	<b>Deliver projects on behalf of clients and stakeholders</b>	
<b>Impact on local community</b>	Enabling client services and occupiers to achieve their property aspirations	
<b>Groups of service users affected</b>	Council services and stakeholders such as schools	
<b>Key Activities</b>	<b>Timescales</b>	<b>Performance Measures</b>
Following successful implementation in Building Consultancy, fully embed use of project management tools across all Property Services projects	From April 2012	Budget, programme, milestones and objectives as defined within each project, determined by client and/or stakeholder needs
(see appendix of key projects and workstreams)		
<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>
<b>1. Promoting independence and positive lives for everyone</b>	Dependent upon objectives of client or stakeholder project	
<b>2. Creating neighbourhoods where people are proud to live</b>		
<b>3. Building a stronger economy</b>		
<b>4. Developing resilient communities</b>		

## Priority 6:

<b>Details of Service Priority</b>	<b>Future options for Traded Services</b>
<b>Impact on local community</b>	Indirect
<b>Groups of service users affected</b>	All staff with some direct benefits for all services users

<b>Key Activities</b>	<b>Timescales</b>	<b>Performance Measures</b>
Implementation of any recommendations from Print Services report (dated Dec 2011)	From April 2012	N/A
Implementation of any further recommendations from review of Catering Services	From April 2012	N/A
Review traded services future delivery	From April 2012	N/A

### 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>	N	
<b>2. Creating neighbourhoods where people are proud to live</b>	N	
<b>3. Building a stronger economy</b>	N	
<b>4. Developing resilient communities</b>	N	

## Priority 7:

<b>Details of Service Priority</b>	<b>Workplaces workstream</b>
<b>Impact on local community</b>	The Council is changing how staff work to ensure that the services delivered are totally focussed on community needs. Three One Stop Shops will include integrated services and key partners will be on site. Keynsham Town Centre Regeneration scheme includes a new civic centre and library, designed with a focus on the needs of the local community and the new public spaces will improve the experience for pedestrians. The regeneration as a whole is a catalyst for further increased employment and economic growth.
<b>Groups of service users affected</b>	All staff with some direct benefits for all services users

Key Activities	Timescales	Performance Measures
Bath One Stop Shop (Lewis House) open	June 2012	N/A
Relocation of Keynsham library	May 2012	
Keynsham town centre redevelopment start on site	August 2012	N/A

### 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
<b>1. Promoting independence and positive lives for everyone</b>	Secondary contribution	
<b>2. Creating neighbourhoods where people are proud to live</b>	Y	
<b>3. Building a stronger economy</b>	Y	
<b>4. Developing resilient communities</b>	Y	

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

Service Priority no	Key Measure(s)	2012/13 Target(s)	Strategic Objective(s)	Outcomes(s)
7	Implementation of flexible working across the Council <ul style="list-style-type: none"> <li>▪ Reduced office accommodation costs</li> <li>▪ Staff working more efficiently and more able to react to customers' needs</li> </ul>	All relevant staff to have undergone review by April 2012		
7	Reduction in Council office accommodation <ul style="list-style-type: none"> <li>▪ More efficient use of space</li> <li>▪ Saving in accommodation and running costs</li> </ul>	22% by end of 2012/13		
7	Number of properties occupied <ul style="list-style-type: none"> <li>▪ Reduced office accommodation costs</li> <li>▪ More efficient use of space</li> </ul>	9 by end of 2012/13		
7	Carbon reduction	31% by end of 2012/13		

# **Risk & Assurance 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

Divisional Director

Jeff Wring

Lead Portfolio Holder

David Bellotti

Staffing Establishment (2012/13)

28 Staff (26.4 FTE) (Plus 30 In Shared Service with Bristol CC)

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

#### Key Objectives of Service:

***Service Vision – Working together to support the organisation in delivering effective governance and use of its resources on behalf of the people of Bath&NE Somerset***

This is underpinned by the following high level objectives:

- To support the organisation in improving its decision-making and corporate governance by helping services to assess and control risk and maximise opportunities to improve service delivery; ***(Audit & Risk & Procurement & Information Functions)***
- To support the organisation in its Use of Resources by seeking to improve the economy, efficiency and effectiveness of Services in all its work; ***(Audit, Risk & Procurement Functions)***
- To provide independent assurance to the organisation and its stakeholders on the adequacy of its governance and internal control framework and provide a pro-active service in combating fraud and corruption; ***(Audit & Risk Function)***
- To support the organisation in managing its information assets more effectively so that it can support openness and transparency in the organisations decision-making and enable Council information to be more easily accessible; ***(Information Management)***
- To support the organisation, its partners and the community in planning for, responding to and recovering from major interruptions to its business; ***(Business Continuity & Emergency Planning Function)***
- To support the organisation in building the capacity and knowledge of Services to procure effectively and help ensure efficiencies and opportunities are identified and delivered; ***(Procurement Function)***

## *Managing Risk*

- Pro-active **Counter Fraud & Corruption** Service in place
- **Decision Making** supported, i.e. Risk Management Framework
- Organisational & Community **Resilience** supported - Community Resilience & Business Continuity Strategies
- Planning for **Emergencies** - New Major Incident Plan
- **Information Management** improved - Capacity for 40,000 boxes in 3 new records centres
- **Transparency & Good Governance** supported - new transparency requirements

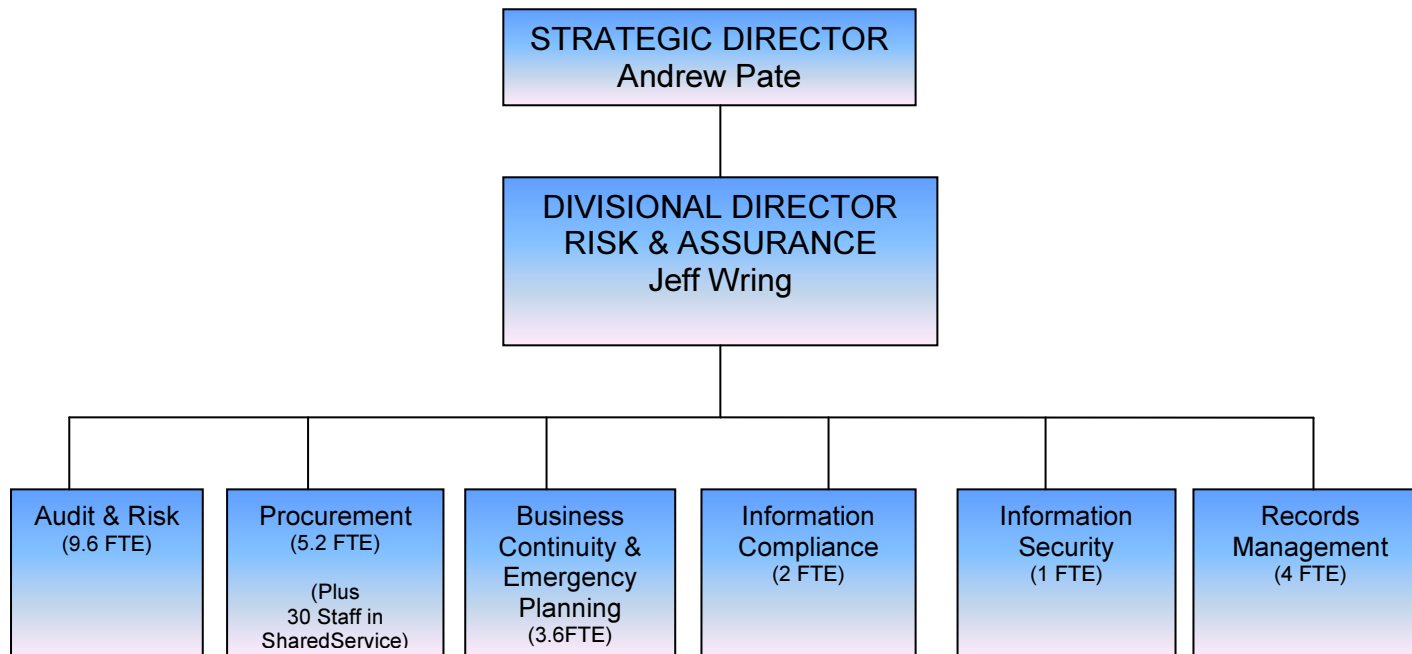
## *Delivering Value*

- **£1.7 Million** saved through procurement in last 18 months
- **Over 10,000 SME suppliers** use our free online contract portal saving time and cost
- **£500M of spend** in new shared procurement service increasing leverage & opportunities
- **45% reduction** in physical storage saving space and cost
- **£325K of investment in Flood defence** equipment for domestic properties
- **4,000 DPA & FOI requests** dealt with, increasing transparency

## *Assuring Business*

- **100 Internal Audit** reviews of services & functions each year
- **Annual Governance Review** of whole organisation
- **Audit Committee** provides assurance for whole Council
- **Integrated Performance Reporting** of corporate risk, finance and performance
- **E-Tendering System** ensures fast, efficient compliance of procurement process
- **Benchmarking & Data Analysis** of Services and Spend

## Management Structure of Service



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Service Manager Functions			
Andy Cox	Russell Ward & Eddy Hale	Richard Look	Amy Ogborne, Pete Drummond & Shaun Lawes
Internal Audit Service	Shared Service with Bristol (Category Management)	Business Continuity (Internal & External)	Information Compliance – FOI, DPA, EIR Management
Risk Management (Including Corporate Governance Support)	Corporate Procurement & Contract Management	Emergency Planning	Information Security (With Mouchel & IT Client)
Anti-Fraud & Corruption	Strategy, Rules & Guidance	Community Resilience	Records Management (Including 3 Records Centres)
Financial Rules & Regulations	External E-Portal & E-Tendering for Business	Regional Resilience (Avon & Somerset LRF)	Transparency & Information Management



## Customer Profile

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

- Management Teams of each Council Service (All Services)
- School Governing Bodies (All Services)
- Category 1 & 2 Responders (Emergency Planning)
- Audit Commission (Audit & Risk)
- Avon Pension Fund (All Services)
- Sirona Care & Health (All Services)
- PCT (Director of Public Health) (Emergency Planning)
- Business Community (Procurement & Business Continuity)
- Residents (Information Compliance & Business Continuity & Emergency Planning)
- Citizens Advice Bureau (Records Management)
- Audit Committee (Audit & Risk)

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

- PCT & Sirona - Changing nature of relationship with Adult Care & Health through changes in Health Sector
- Schools/LEA – Changing nature of relationship with Schools through Academy expansion
- Audit Commission – Changing nature of relationship with external auditors through abolition of Audit Commission

## Service Delivery

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

- Improved communication and cooperation through the Communications Hub in Lewis House
- Roll out of training & awareness programme for the Major Incident Plan
- Roll out of the Community Resilience Strategy
- Introduction of Risk & Assurance Dashboard into Corporate Performance Reporting
- Roll out of new FOI, EIR & DPA system
- Continued roll out of Global Scape Secure Information Sharing System
- Roll out of next stage of Transparency Agenda
- Roll out of new category areas for shared procurement service

- Expansion of use of E-Portal & E-Tendering System
- Roll out of Commissioning Intentions for whole Council
- Roll out of interactive training programme for procurement & commissioning
- Refresh of Procurement Strategy
- Align commissioning & procurement systems and processes
- Align procurement rules and guidance with partner Authorities

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

- Further 15% reduction in Audit & Risk coverage (following 10% reduction in 2011/12)
- Stopping delivery of Internal Audit to Adult Care providers (Sirona)
- Stopping delivery of Internal Audit to Academy Schools
- Refocus of emergency planning activities to the local B&NES community and partners away from more regional bodies

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

- NHS Reforms (Business Continuity & Emergency Planning)
- Localism Act (Procurement)
- Transparency Agenda (Information Governance)
- Future of Local Public Audit (Audit Regime & Audit Committee)
- Climate Change & Peak Oil (Emergency Planning)
- London Olympics (Emergency Planning)
- State of Economy & Recession (Procurement)

## Service Costs

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

No areas of high spend when matched to existing benchmarking exercises and no planned growth or investment

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

Savings to be made through 1FTE reduction and merging of audit and risk manager posts

### Summary from Medium Term Service & Resource Plan

MTS&RP Items	2011/12 (for comparison) £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Opening Budget	1086	1160	1096	1077
Removal of one-offs		-139		
Service Proposed Base Reductions to Balance Budgets	-45	-60	-31	-34
Service Proposed Growth	8	135	12	12
Proposed Base Budget	1049	1096	1077	1055
Target Budget	985			
Deficit / (Surplus)	64			
Additional Stretch Reductions	-25			
In Year Adjustments	136			
Proposed Overall Budget	1160	1096	1077	1055

## Workforce Planning

It is important that the Council continues to maintain and develop the workforce necessary to meet its future needs both in terms of the numbers employed and skills & competency required of those employees. To inform the forward Organisational Development and Workforce Planning Strategy, please complete the section below with details of actions you have taken or plan to address your service needs. The list of questions is neither exclusive or exhaustive but intended to assist you in considering the broader issues which may relate to either your service or Change Programme Workstreams.

Please also outline any identified needs that you cannot address/think will be more difficult to address.

Alternatively, if you service has developed a specific workforce plan, attach as an appendix to this Service Plan.

<p><b>Organisational Development: Implementation of 'future organisational model':</b></p> <ul style="list-style-type: none"> <li>• <i>How are you developing new workforce structures/ways of working to support the 'future council' organisational model?</i></li> <li>• <i>What alternative service delivery arrangements are planned/anticipated?</i></li> </ul> <p><i>Are you considering job redesign? If so how/what</i></p>	<p>Procurement Service has reviewed all service delivery options and has already moved to a shared service model during 2011/12 with Bristol City Council to share skills, competencies and resources and retain maximum flexibility to deliver improved leverage in market place for savings and service improvement.</p> <p>Audit &amp; Risk has also reviewed all service delivery options and plan to move to a shared service model by 2013 adopting the same principles as the procurement example.</p> <p>Business Continuity &amp; Emergency Planning &amp; Information Governance functions are focussed on core support to the commissioning core of the Council and statutory governance and assurance obligations.</p>
<p><b>Leadership and Management Development:</b></p> <ul style="list-style-type: none"> <li>• <i>What plans do you have for developing leaders in the new context?</i></li> <li>• <i>Do you have a programme to assess and develop manager competency and meet gaps?</i></li> </ul> <p><i>Have you identified new manager skills that will be necessary in the 'future council'</i></p>	<p>Implementation of new operating models will need to be supported by the provision of appropriate support programmes for staff where gaps, where identified can be addressed.</p> <p>In this respect the service has recognised that as well as using corporate programmes there may, over time be service specific needs that have to be addressed through specific local provision.</p>

	All managers are currently or plan to invest in Corporate Coaching & Mentoring schemes
<p><b>Skills &amp; Competencies</b></p> <ul style="list-style-type: none"> <li>• <i>Have you identified new skills/competencies that will be necessary for success in the new working environment/context?</i></li> <li>• <i>Do you think you have a significant skills gap, if so what and how might it be addressed?</i></li> <li>• <i>Have you identified that these skills might be missing/in short supply in the workforce as a whole?</i></li> </ul>	<p>Shared Service developments create a differing set of issues to tackle around culture development and establishing appropriate mind sets to a partnership rather than a single organisation.</p> <p>A greater emphasis on commissioning and working with communities will require the enhancement of skills and development of new competencies for staff.</p> <p>Areas already identified and being developed include:</p> <ul style="list-style-type: none"> <li>• Commissioning &amp; procurement skills</li> <li>• Business planning and financial awareness</li> <li>• Analytic, diagnostic and interpretive skills</li> <li>• Lean systems and other process evaluation skills</li> <li>• ICT Systems training</li> <li>• Strengthening interpersonal skills</li> <li>• People Management in complex situations</li> </ul>
<p><b>Recruitment &amp; Retention</b></p> <ul style="list-style-type: none"> <li>• <i>Do you anticipate any recruitment difficulties in the current financial climate?</i></li> <li>• <i>Are you undertaking any activity with partner organisations etc to address current/future skills shortages</i></li> </ul> <p><i>Is removal of the default retirement age likely to impact on you workforce?</i></p>	<p>At present, no recruitment difficulties are envisaged other than the usual differing pay bands between sectors and organisation which can cause local issues.</p> <p>The situation is monitored on an on-going basis to take account of any significant changes in other employment sectors.</p> <p>Ongoing consideration is always made to the potential for partnering with other organisations who may be able to address short term assignment/project work as need arises</p>
<p><b>Identified needs that cannot be addressed at service level/may be more difficult to address at this level</b></p>	<p>Development of culture change programme for staff involved in partnership delivery.</p> <p>Improving approach to community led commissioning (wider development of procurement &amp; commissioning skills)</p>

## 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
<b>1. Promoting independence and positive lives for everyone</b>	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
	Youth Service works with the community to provide opportunities to support and develop young people	C
	Older people are supported to live independently.	D
	The people most in need are supported to live full active lives.	E
<b>2. Creating neighbourhoods where people are proud to live</b>	Where people feel safe	A
	There are decent affordable homes in private and social sector	B
	Clean streets and open spaces	C
	Where people are able to travel easily with reduced traffic congestion and pollution	D
	Where local people actively lead the delivery of improvements in their community	E
	Where there are opportunities to participate in sports, leisure and cultural activities	F
<b>3. Building a stronger economy</b>	With a broad range of job and employment opportunities	A
	With a strong local business sector, tourism, and local shopping	B
	Key development sites are delivered to increase the number of local businesses.	C
	A diverse economy with growth in the low carbon, knowledge creative, and ICT industries	D
<b>4. Developing resilient communities</b>	Where local people have developed their skills and use them to improve their community	A
	Where decisions are made as locally as possible	B
	Where there is easy access to public services and local amenities.	C
	Communities have adapted to changes in our climate and are not dependent on high carbon energy	D
	Recycling and reduction in waste continues to be extended	E

## Priority 1:

<b>Details of Service Priority</b>	<b>Widen the potential for savings opportunities and service excellence through the development of the shared service for procurement</b>		
<b>Impact on local community</b>	Efficient use of resources		
<b>Groups of service users affected</b>	All Services across the Authority		
<b>Key Activities (add more lines as appropriate)</b>	<b>Timescales</b>	<b>Performance Measures</b>	
<b>Build knowledge and understanding of market places from which the Council commissions or procures services to deliver savings</b>	<b>Ongoing through 2012/13</b>	Successful roll-out of category management & strategic commissioning project, widening of activities in shared service, savings targets achieved	
<b>Simplify procurement processes, adopt common documentation across and between Authorities in the partnership</b>	<b>30<sup>th</sup> Sept 2012</b>	Documentation and processes reviewed, improved and implemented	
<b>Empower more local and smaller businesses to compete to provide products and services to the Council and improve local job prospects</b>	<b>Ongoing through 2012/13</b>	Increased number of SME's registered on Council Procurement Portal Improved Specifications to open up access to council products and services	
<b>Improve communication and accessibility of information about where and for what the Council intends to commission services</b>	<b>30<sup>th</sup> April 2012</b>	Commissioning Intentions document for whole Council approved and published	
<b>Develop procurement capacity through increased use of technology and shared use of staff resources</b>	<b>Ongoing through 2012/13</b>	Align outcomes from systems and maximise resources Develop next phase of interactive Training Programme for procurement & commissioning phases	



**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		
2. Creating neighbourhoods where people are proud to live	Y	2E
3. Building a stronger economy	Y	3A 3B
4. Developing resilient communities		

**Priority 2:**

<b>Details of Service Priority</b>	<b>Phased Roll-Out of Community Resilience Strategy</b>	
<b>Impact on local community</b>	Improve the resilience of the community by encouraging self-reliance, personal responsibility and cohesive community working	
<b>Groups of service users affected</b>	Residents, Business, Community Groups	
Key Activities	Timescales	Performance Measures
<b>Involving the Community in risk awareness</b>	<b>Ongoing through 2012/13</b>	Consult widely on the completion of a Community Risk Register specific to Bath & North East Somerset.  Publish and promote risk awareness and link to reasonable actions.  Ensure messages are appropriate and proportionate and delivered through all available channels.

		<p>Complete the Hazard Templates for each Hazard &amp; circulate to partners for consultation</p> <p>Identify useful advice and links for the public and businesses</p> <p>Put the Hazards Assessments onto the Internet with links and guidance for the public so they can take reasonable precautions.</p>
<b>Developing individual &amp; household resilience</b>	<b>Ongoing through 2012/13</b>	<p>Re-issue Community Resilience Manual</p> <p>Secure Funding for further initiatives</p> <p>Recruit and train volunteers to engage with the public at community level</p> <p>Develop advice, guidance and check lists for volunteers and home owners</p> <p>Promote resilience through community networks</p>
<b>Ensuring continuity of care for vulnerable groups and carers</b>	<b>Ongoing through 2012/13</b>	<p>Promote evacuation planning and practicing the plan regularly.</p> <p>Encourage the vulnerable and carers to remember to evacuate with any necessary medications and a list of their prescription medicines.</p> <p>Develop a means through which vulnerable people and carers can alert</p>

		<p>appropriate health services in the event of an emergency</p> <p>Develop means through which emergency services can identify vulnerable people within any given area.</p> <p>Strongly encourage the vulnerable and carers to use the —ICE system on their mobile telephones.</p> <p>Consider system that will allow emergency services to identify any carers who have been involved in an accident so that appropriate care services can be alerted.</p> <p>Develop specific advice &amp; guidance for vulnerable and carers to promote resilience</p>
<p><b>Building resilience within business, public and third sector</b></p>	<p><b>Ongoing through 2012/13</b></p>	<p>Provide and promote advice and guidance on business continuity.</p> <p>Re-issue Community Resilience Manual</p> <p>Advise businesses on need to comply with legislation on health &amp; safety, First Aid, fire safety, health &amp; hygiene and the disabilities discrimination act 1995 including the use of Evac Chairs and other such equipment.</p> <p>Ensure that where fire extinguishers</p>

		<p>are fitted, staff are trained on their use.</p> <p>Secure Funding for further initiatives</p> <p>Recruit and train volunteers to engage with the public at community level</p> <p>Develop advice, guidance and check lists for volunteers and businesses</p>
<p><b>Developing resilience and contingency plans with communities and multi-agency partners</b></p>	<p><b>Ongoing through 2012/13</b></p>	<p>Develop a network of Community Resilience Advisors (CRAs) able to build resilience within the community by coordinating support, advice, training and planning within communities in the following disciplines:</p> <ul style="list-style-type: none"> <li>- First Aid</li> <li>- Health &amp; Safety</li> <li>- Health &amp; Hygiene</li> <li>- Security</li> <li>- Hazard Awareness</li> <li>- Hazard Mitigation</li> <li>- Hazard Contingency Planning</li> <li>- Hazard Responses (fire, flood, snow, etc.)</li> <li>- Community Resilience Planning</li> <li>- Emergency Resource Planning</li> </ul> <p>CRAs to act as the community focal point for resilience</p> <p>With Community Resilience Advisors, communities need to develop hazard</p>

		<p>mitigation and contingency plans.</p> <p>Empower community leaders to give leadership in an emergency.</p> <p>Through community engagement, identify and deliver worthwhile schemes to mitigate hazards to the community in the long terms, in terms of preventative, protective and preparative actions.</p> <p>Secure Funding for initiatives</p> <p>Recruit and train volunteers (CRA's) to engage with the public at community level, preferably through a third party organisation</p>
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**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	Y	1D 1E
2. Creating neighbourhoods where people are proud to live	Y	2A 2E
3. Building a stronger economy		
4. Developing resilient communities	Y	4A 4B 4D

<b>Priority 3:</b>		
<b>Details of Service Priority</b>	<b>Roll-Out of next phase of Transparency Agenda</b>	
<b>Impact on local community</b>	Increased opportunities to hold the Council to account through increased openness to decision making and improved understanding of service and community needs	
<b>Groups of service users affected</b>	All residents, services users and stakeholders of the Council	
<b>Key Activities</b>	<b>Timescales</b>	<b>Performance Measures</b>
<b>Publish all payments in excess of £500 and associated information</b>	<b>1<sup>st</sup> April 2012</b>	Monthly Report produced on transparency webpages
<b>Publish all officer and members decisions, senior officer salaries and associated information</b>	<b>30<sup>th</sup> June 2012</b>	Annual Update on transparency webpages
<b>Publish all council contracts, commissioning intentions, grants and associated information</b>	<b>30<sup>th</sup> June 2012</b>	Pro-Contract Portal updated
<b>Publish all council owned assets and associated information</b>	<b>30<sup>th</sup> Sept 2012</b>	Annual update on transparency webpages
<b>Publish all needs assessments for the community</b>	<b>30<sup>th</sup> Sept 2012</b>	Annual update on commissioning webpages
<b>Implement new requirements from changes to FOI and associated legislation and new codes of practices from Transparency Board</b>	<b>Ongoing through 2012/13</b>	Awaiting final outcome from MOJ consultation
<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>
<b>1. Promoting independence and positive lives for everyone</b>		
<b>2. Creating neighbourhoods where people are proud to live</b>	<b>Y</b>	<b>2E</b>
<b>3. Building a stronger economy</b>		
<b>4. Developing resilient communities</b>	<b>Y</b>	<b>4B 4C</b>

<b>Priority 4:</b>		
<b>Details of Service Priority</b>	<b>Development of Shared Service for Audit &amp; Risk Services</b>	
<b>Impact on local community</b>	Effective use of Resources	
<b>Groups of service users affected</b>	Council Services	
<b>Key Activities</b>	<b>Timescales</b>	<b>Performance Measures</b>
<b>Review original options for service delivery and confirm priorities</b>	<b>30<sup>th</sup> Jun 2012</b>	Review original Project Recommendations
<b>Assess readiness of preferred option, carry out final consultation and obtain final approvals</b>	<b>30<sup>th</sup> Sept 2012</b>	Complete Staff Consultation & Final Report to Audit Committee
<b>Set-out timetable for implementation of potential partnership</b>	<b>31<sup>st</sup> Oct 2012</b>	Implementation Plan agreed
<b>Agree legal and financial implications</b>	<b>31<sup>st</sup> Jan 2013</b>	Legal Document Completed & Contributions agreed
<b>Implementation</b>	<b>31<sup>st</sup> Mar 2013</b>	New Structure in Place
<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>
<b>1. Promoting independence and positive lives for everyone</b>	Y	<b>Fits with broader VFM Agenda</b>
<b>2. Creating neighbourhoods where people are proud to live</b>	Y	<b>Fits with broader VFM Agenda</b>
<b>3. Building a stronger economy</b>	Y	<b>Fits with broader VFM Agenda</b>
<b>4. Developing resilient communities</b>	Y	<b>Fits with broader VFM Agenda</b>

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

Service Priority no	Key Measure(s)	2012/13 Target(s)	Strategic Objective(s)	Outcomes(s)
1	As detailed Above			
2	As detailed Above			
3	As detailed Above			
4	As detailed Above			



# **Transformation Service**

## **Service Action Plan**

**2012/13**

### **Introduction**

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.

<b>Divisional Director</b>	Angela Parratt
<b>Lead Portfolio Holder</b>	Paul Crossley
<b>Staffing Establishment (2012/13)</b>	3

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

The Transformation Service comprises two service areas. One is concerned with the Council wide Change Programme. The other is management of the Councils strategic partnership with Mouchel and within this, specifically, the role of IT Client for the Council.

### Change Programme

The Council's Change Programme is constantly reviewed and programme managed. The programme focuses on:

- joining up public services - so that strategic planning, community engagement and customer interaction is simpler and even more effective
- designing services around the needs of individual customers - to remove waste, provide choice and improve customer satisfaction
- meeting the stringent financial challenges - that are facing local government as the major squeeze on public expenditure starts to bite

The Change Programme is fundamental to the achievement of some of the Council's main efficiency targets and is scheduled to deliver £8M of recurring annual saving by the end of the next 3 years. It has already delivered over £3M so is on target, however the complexity of some of the changes does increase as the programme develops. The emphasis will increasingly require cross departmental co-operation.

The Change Programme comprises 3 primary work streams within which there are 16 separate programmes of work. Workstreams are led by a Strategic Director whilst programmes are headed up by Divisional Directors.

The Transformation Service is actively engaged with all of these programmes at different levels. Activity extends from governance activity within the programme management office, to participating in design of programmes, to directing and managing some of the work.

<b>Work stream</b>	<b>Resources</b>	<b>People &amp; Communities</b>	<b>Health and Wellbeing</b>
Strategic Director	Andrew Pate	Ashley Ayre	Ashley Ayre and Jeff James (CEO Wilts NHS)
<b>Programmes</b> & Divisional Director leads	<ul style="list-style-type: none"> <li>• <b>Customer Services</b> – Ian Savigar</li> <li>• <b>Community led commissioning</b> – David Trethewey</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Academies</b> – Tony Parker</li> <li>• <b>Review of LEA role</b> – Tony Parker</li> <li>• <b>11-19 Services</b> – Tony Parker</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Public health</b> – AA/JJ</li> <li>• <b>Commissioning role (post NHS reforms)</b> – Mike Bowden</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Support services future delivery</b> – all Resources DDs</li> <li>• <b>All enabling programmes</b> – see below</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Children’s Social care</b> – Maurice Lindsay</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Community services - creation of provider arm (Sirona)</b> – Jane Shayler</li> </ul>
<b>Enabling programmes</b>			
<ul style="list-style-type: none"> <li>• <b>workplaces/office accommodation/flexible working</b> – Tom McBain</li> <li>• <b>communications and organisational development</b> – Dave Thompson</li> <li>• <b>processes and systems inc. lean ‘systems thinking’ reviews and ICT</b> – Angela Parratt</li> <li>• <b>finance</b> including medium term planning and service prioritisation – Tim Richens</li> <li>• <b>procurement</b> – Jeff Wring</li> </ul>			

In addition to the financial savings, other achievements by the work streams to date include:

- Supporting most of our secondary schools, one special and one primary school to become Academies
- A community-based social enterprise (Sirona) was established in October to look after local health services for children & adults and social care for adults and is now trading independently – as well as improved services, this is expected to deliver around £10m savings over the next 5 years
- We continue to work closely with the new GP consortia to understand local people’s health needs so that together we can commission the right health and community care services for the area
- A People and Communities Directorate has formed in the Council to commission health and social care for adult and children, bringing together education, social care & health for adults and children and Public Health
- Inland Revenue staff now work alongside Council staff in the One Stop Shop in Bath
- Refurbishment works at The Hollies are underway improving the one stop shop in Midsomer Norton and also Council offices, improving the intensity of use of the building
- Lewis House has been refurbished - it’s new redesigned and denser occupation has facilitated the disposal of 2 other buildings
- We have closed our Plymouth House and Trimbridge offices and relocated staff to other buildings
- We are increasing income to the Council by charging fairly for some services that are currently subsidised
- We have formed a partnership with Bristol to improve procurement; this workstream has identified £1.2m of a target £2m in savings to date

Examples of success in the Process and Development work stream (managed by the Transformation Service) are that two lean reviews have achieved national recognition. This is testament to the Leadership shown by the service managers in driving forward changes that are developed by the staff that do the work, it is the staff that do the service re-design.

**Children’s Social Care Services** contributed to the national review of children’s social care by Professor Eileen Munro and were cited in her Final Report; service managers were invited by Professor Munro to speak at the London School of Economics about what they have done and what they are doing that is

better and different in terms of service delivery.

The **Highways** lean review has also achieved national attention and the Council's Highways Manager has been asked to help drive the work of HELG (Highway Efficiency Liaison Group). Finally, the Highways service this year achieved such impressive customer satisfaction results in a national survey, that the manager was invited to present at the National Conference in October

## ICT

The Council spends in total about £8m per year on IT, one third of which is controlled centrally. The high number of services provided by the Council has almost inevitably led to a high number of systems requiring to be maintained and supported.

With the advent of Academies and Sirona, a new administration whose Objectives have a reliance on ICT, the Change Programme which is dependent upon new technology and central Governments new ICT Strategy; the ICT we provide, how we provide it and at what cost, must change. This will be captured in a new ICT Strategy to be produced early 2012.

As the organisation shrinks and services are delivered differently, our IT estate must also shrink proportionately. An Enterprise Architecture review has just been completed which highlights some priority actions in all the above areas and others including master data sets, common systems, inter-operability and more centralised governance of all IT spend across all service areas. This has informed the Support Services Target Operating Model (TOM) which has been agreed by Change Board.

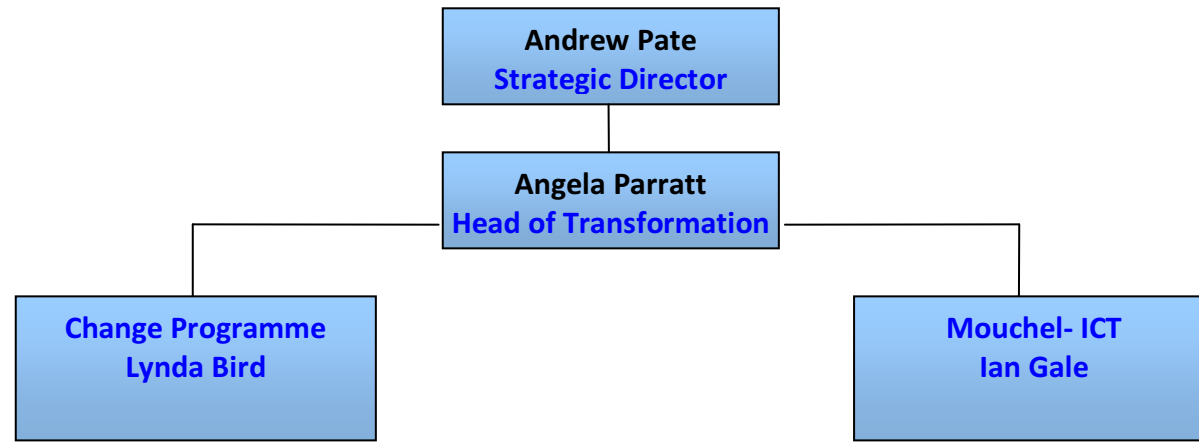
There are a significant number of changes required of ICT over the next few years. 2011 has been about preparing for and gathering information to enable us to develop the right strategies to support Council service delivery, as the Council itself changes. Work includes: an Enterprise Architecture review, various savings and efficiency initiatives, Keynsham New Build ICT Vision, Customer Services ICT Vision. These are discussed further under the Service Delivery heading.

Some of the achievements made this year in ICT – aside from normal business as usual - include:

- Continuing service delivery to Sirona as it separated from the Council (and PCT)
- Initial analysis of spend and all systems
- 10% reduction in spend on core contract with 12.5% reduction planned for 2012
- New IT solutions for Councillors introduced and an on-going improvement plan in place
- Successful major system upgrades
- New target operating model defined
- Demand challenge introduced to reduce ad-hoc IT expenditure by over 50%
- Review of IT Architecture undertaken and roadmap produced.
- Prioritised portfolio of investment in IT infrastructure

- Increased professionalism in IT service management, procurement and specification
- Develop suite of online Payroll eForms to assist all managers and staff
- Upgrade 2300 PC's with Office 2010 and Internet Explorer v8
- Develop suite of online Payroll eForms to assist all managers and staff
- Move 400 staff and PC's as part of Workplaces

## Management Structure of Service



Service Manager functions	
Lynda Bird	Ian Gale
Programme management office support to Change Programme	Performance manage IT service delivery by Mouchel
Programme manage Support Services input to corporate initiatives e.g. Sirona, delivery of new Support Services Target operating Model	Gatekeep-with Mouchel - IT spend
Manage Government Connect on-going accreditation and conversion to Public Service Network with Mouchel and Information Security	Oversee Enterprise Architecture work and implementation as part of IT strategy implementation
Manage projects and programmes as part of delivering the Transformation Service Plan	Manage projects and programmes as part of delivering the Transformation Service Plan

## Customer Profile

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

- Change programme work streams
- Directly and indirectly - Customers and service users, residents and visitors, Services, Members, officers partners and suppliers.

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

- For all services and for Councillors, IT solutions need to become more flexible, mobile, quick/easier to change
- Change programme – changes to ICT are needed to meet the aspirations of individual programmes
- External IT influences e.g. Francis Maude statement on central Government IT strategy
- Central Government requirements for security – there is the potential that these could be at odds with the Government IT Strategy.

## Service Delivery

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

Achievement of Change Programme objectives and financial benefits by supporting delivery of the roadmap for 2012 as:

- Introduce a council-wide employee volunteering scheme that will deliver significant local benefits
- Start the transfer of responsibility for Public Health from NHS B&NES to the council
- Work with the GP consortia to provide leadership on local health issues
- Complete the refurbishment of the Hollies so more staff can work there, delivering services to local people
- Start on-site work at the Keynsham re-generation project, which includes new retail, One Stop Shop for public services, library, community space and new offices on the Town Hall site
- Relocate the Bath One Stop Shop from the Guildhall to Lewis House and improve the facilities especially for Council partners so a whole range of public services can be accessed in one place
- Integrate into these One stop Shops staff from Council Connect and partners over time such as Citizens' Advice Bureau, Health, Police, Revenue and Customs (HMRC) and other organisations
- Set up one or more joint ventures to take forward the Council's main development sites in Bath and elsewhere as a means of developing a more vibrant local economy
- Continue to support schools as they convert to become Academies
- Transform the Local Education Authority into an organisation that commissions services, rather than one that directly provides them
- Ensure our IT, payroll, audit, transactional finance, and human resources services are delivered by the best organisations in either the public or private sector, provide excellent value for money and flex as the shape of the Council changes
- Centralise and standardise the council's finance service and finance support

- Deliver a further £3.2m additional annual savings through the Change Programme – that’s more than £6m built up over two years
- Continue to update and refine Change Programme governance arrangements to ensure the leadership of the programme remains clear
- Continue to support the design and implementation of work streams within the Change Programme.
- Enable any further systems reviews that are agreed including those that flow from the customer services workstream.
- Continue to support Childrens Services as it progresses through the final stages of its lean review

## ICT

A refreshed ICT strategy and roadmap will be delivered in 2012 to guide savings and investment.

- Reduced spend across the Council on ICT of £1m pa in 2 to 3 years time
- IT across the organisation will be simplified, standardised where it is appropriate to do so and shared i.e. more people will use the same systems but tailored to meet their needs.

The programme will take account of delivery of the following.

Strategy and change driver	Deliverable(s)	Changes we now need to introduce in ICT
Enterprise Architecture review	<ul style="list-style-type: none"> <li>• Architectural principles</li> <li>• Enterprise Review</li> <li>• Year 1 Roadmap</li> </ul>	<ul style="list-style-type: none"> <li>• Stop the on-going proliferation of IT in the Council by setting principles any ICT investment must meet</li> <li>• Makes recommendations to improve ICT governance and management</li> <li>• Highlights need for strong, central control over IT, IT decision making and spend &amp; data and information management</li> <li>• Identifies core capabilities we need to operate as a Council (across services)</li> <li>• Makes recommendations on master data sets we need in place</li> <li>• Outline of where we should start to begin addressing our ICT issues and to optimise our ICT investment(s) by carrying out <b>application rationalisation</b></li> </ul>
MTSRP process	Saving of £350K required against central spend on ICT	<ul style="list-style-type: none"> <li>• Reduced spend on central IT costs – 12.5%</li> <li>• Assumed to also be required in each subsequent year</li> </ul>
	Savings of c£1m across all Council services required against ICT spend	<ul style="list-style-type: none"> <li>• Reduced spend - savings stay in service budgets</li> <li>• Achieved in 3 years</li> </ul>
Support Services Target operating Model	New TOM for ICT service delivery (consistent with EA work)	<ul style="list-style-type: none"> <li>• States impacts for services of proposed changes in ICT</li> <li>• Identifies where FTE savings reside in services in relation to a number of processes</li> </ul>

<p>Change Programme ICT requirements</p> <ul style="list-style-type: none"> <li>• new technologies</li> <li>• new systems &amp; solutions</li> <li>• working with partners (HMRC Health Sirona and others...)</li> </ul>	<ul style="list-style-type: none"> <li>• Keynsham New Build ICT Vision</li> <li>• Customer Services ICT Vision including new case management system and corporate website with transactional capabilities</li> <li>• Community led Commissioning (knowledge management)</li> <li>• Flexible working – tools for the job review</li> <li>• We may wish to share our network with Partners to deliver joined up services</li> <li>• We may wish to support communities e.g. with community websites/webpages</li> <li>• Operational service IT changes e.g. as a result of the Academies Bill</li> </ul>	<ul style="list-style-type: none"> <li>• The right tools and technologies in place to support delivery of how the Council will be organised and will operate in future. Includes:</li> <li>• Resilient, modern and dynamic website, easily changed</li> <li>• Ability to transact including financially over the web for services</li> <li>• Thin Client desktop environment to support DEC A rating in Keynsham building – pilot will begin early 2012 with full rapid deployment shortly after</li> <li>• The ability to share with partners and use information to ensure we commission the right services for citizens, in the right places</li> <li>• As/if demand for ICT services shrinks, then ICT infrastructure and support must also reduce</li> </ul>
<p>Central Govts ICT requirements</p>	<ul style="list-style-type: none"> <li>• Public Services Network</li> <li>• Francis Maude – ICT Vision</li> </ul>	<ul style="list-style-type: none"> <li>• Next step after Govt Connect</li> <li>• Stated outcomes <ul style="list-style-type: none"> <li>• citizens – by delivering better public services digitally</li> <li>• government departments – by directly supporting them to live within their budget settlements by improving the efficiency and quality of our ICT</li> <li>• businesses – by creating a fairer, open and competitive government ICT marketplace that removes barriers to SME participation and supports innovative and agile ICT solutions.</li> </ul> </li> </ul>
<p>New administrations Vision &amp; Objectives</p>	<p>See detailed outcomes especially Stronger Economy and Resilient Communities</p>	<p>ICT underpins</p>
<p>Mouchel contract extension proposal</p>	<p>Proposals for new ICT and Peoples Services until 2018</p>	<p>Desired outcomes</p> <ul style="list-style-type: none"> <li>• Financial savings</li> <li>• Flexible and scalable services</li> <li>• Same or improved services</li> </ul>

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

Reductions are being made in IT budgets to meet savings targets



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

- Central Government ICT Strategy
- Public Service Networks – replacement for Government Connect

### Service Costs

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

Investments for 2013/14 will be funded from within existing budgets and / or by an invest to save business case proposal. Investments include for Lean reviews and changes to IT.

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

- Continued delivery by change programme work streams (roadmap) and savings of £8m
- £350k reduction on central IT spend (equivalent to 12.5%) and
- £1m to be saved across all Council services on IT spend in 3 years. Work programme begins in 2012, starting in Support Services.

#### Summary from Medium Term Service & Resource Plan

MTS&RP Items	2011/12 (for comparison) £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Opening Budget	-302	-520	-794	-874
Removal of one-offs	0	0		
Service Proposed Base Reductions to Balance Budgets	-247	-350	-82	-96
Service Proposed Growth	67	76	2	2
Proposed Base Budget	-482	-794	-874	-967
Target Budget	-784			
Deficit / (Surplus)	302			
Additional Stretch Reductions	0			
In Year Adjustments	-38			
Proposed Overall Budget	-520	-794	-874	-967

## Workforce Planning

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

- The Transformation Service already has an established client role and the nature of the work carried out in this service requires staff to operate at all levels in continuing to develop this.
- Additional resources that are required for specific projects will continue to be brought in on a temporary basis, chosen for their expertise in the subject area. The role of this service is to support the work stream leaders of the change programme to meet their future state, accordingly service staff are contributing to OD on a daily basis.
- Job re-design may become a requirement as work plans roll out.

### Leadership and Management Development:

- Plans started to develop in 2011 for a systems thinking cohort. This work was been put on hold temporarily and will resurface again in 2012.
- The intention is to enable managers and leaders to view the services they deliver from a customer point of view to help them redesign service delivery so that it meets customer requirements and needs and can be delivered more efficiently.

### Skills & Competencies

- Commercial skills in procurement and contract management need to be further developed as ICT is procured by all service areas.
- An ICT skills development programme that is targeted to meeting Member and officer needs, differentiated to meet differing needs, will be developed in 2013
- Some specific skills may not exist in-house currently (typically around specific technologies) – these would be bought in and staff would learn alongside the experts as part of implementation so that we can support ourselves on an on-going basis
- How ICT users are supported and how systems administration is managed is likely to change and opportunities will be taken to bring together common skills in these areas.
- There are not enough resources in the Transformation Service currently to manage the plan of works for 2012, some temporary staff will need to be recruited.

<b>Recruitment &amp; Retention</b>	<ul style="list-style-type: none"> <li>Recruitment into the areas this plan indicates is not expected to be challenging, evidenced by market research. Whilst we also anticipate that sometimes in order to secure really excellent skills this may carry a premium, this secures earlier payback of benefits.</li> <li>Removal of the default retirement age is not likely to impact on resourcing in these service areas.</li> </ul>
<b>Identified needs that cannot be addressed at service level/may be more difficult to address at this level</b>	<ul style="list-style-type: none"> <li>None at this time</li> </ul>

**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
<b>1. Promoting independence and positive lives for everyone</b>	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
	Youth Service works with the community to provide opportunities to support and develop young people	C
	Older people are supported to live independently.	D
	The people most in need are supported to live full active lives.	E
<b>2. Creating neighbourhoods where people are proud to live</b>	Where people feel safe	A
	There are decent affordable homes in private and social sector	B
	Clean streets and open spaces	C
	Where people are able to travel easily with reduced traffic congestion and pollution	D
	Where local people actively lead the delivery of improvements in their community	E
	Where there are opportunities to participate in sports, leisure and cultural activities	F
<b>3. Building a stronger economy</b>	With a broad range of job and employment opportunities	A
	With a strong local business sector, tourism, and local shopping	B
	Key development sites are delivered to increase the number of local businesses.	C
	A diverse economy with growth in the low carbon, knowledge creative, and ICT industries	D
<b>4. Developing resilient communities</b>	Where local people have developed their skills and use them to improve their community	A
	Where decisions are made as locally as possible	B
	Where there is easy access to public services and local amenities.	C
	Communities have adapted to changes in our climate and are not dependent on high carbon energy	D
	Recycling and reduction in waste continues to be extended	E

Priority 1:		
<b>Details of Service Priority</b>	<b>Achievement of Change Programme objectives and benefits</b>	
<b>Impact on local community</b>	<ul style="list-style-type: none"> <li>• Programme benefits including £8m annually recurring savings</li> <li>• Benefits arising from change programme work streams as               <ul style="list-style-type: none"> <li>• joining up public services - so that strategic planning, community engagement and customer interaction is simpler and even more effective</li> <li>• designing services around the needs of individual customers - to remove waste, provide choice and improve customer satisfaction</li> <li>• meeting the stringent financial challenges - that are facing local government as the major squeeze on public expenditure starts to bite</li> </ul> </li> </ul> <p>Community impacts will be delivered by the work streams within the change programme.</p>	
<b>Groups of service users affected</b>	All	
Key Activities (add more lines as appropriate)	Timescales	Performance Measures
Continue to update and refine Change Programme governance arrangements to ensure the leadership of the programme remains clear and continue to support the design and implementation of work streams within the Change Programme.	Completes 2014/15	Achievement against plans and benefits delivered
Enable any further systems thinking (lean) reviews that are agreed including those that flow from the customer services work stream or following requests from service areas	2012 - 2013	Designing services around the needs of individual customers - by removing waste, providing choice and improving customer satisfaction
Continue to support Childrens Services as it progresses through the final stages of its lean review	2012	<ul style="list-style-type: none"> <li>• Refer to Childrens service plan</li> <li>• Completion of the Childrens Social care lean review</li> </ul>
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	Y	A, B, C, D, E

2. Creating neighbourhoods where people are proud to live	Y	A, B, D, E
3. Building a stronger economy	Y	C
4. Developing resilient communities	Y	B, C

### Priority 2:

<b>Details of Service Priority</b>	A refreshed ICT strategy and roadmap will be delivered in the first quarter of 2012 to guide savings and investment and activity
<b>Impact on local community</b>	ICT supports all Change programme work streams to achieve their outcomes which will make a difference to our communities in terms of how, where and when we commission and deliver services and make those services available.
<b>Groups of service users affected</b>	All

Key Activities	Timescales	Performance Measures
IT across the organisation will be simplified, standardised where it is appropriate to do so and shared i.e. more people will use the same systems but tailored to meet their needs	April 2012  2 to 3 year programme	<ul style="list-style-type: none"> <li>Strategy and a prioritised programme for delivery, resourced and costed</li> <li>Reductions in system numbers and costs across the Council</li> </ul>
Reduced spend across the Council on ICT of £1m pa in 2 to 3 years time, starting in Support Services(i.e. reduced IT spend by services, not the IT Client)	2 to 3 year programme	£1m cost savings on cross Council ICT spend
WorkPlaces, Customer Services and Community led commissioning ICT visions to be turned into costed & resourced delivery plans	April 2012	Plans developed and approved by appropriate governance groups

### 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	Y	A, D

2. Creating neighbourhoods where people are proud to live	N	
3. Building a stronger economy	N	
4. Developing resilient communities	Y	B, C

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

Service Priority no	Key Measure(s)	2012/13 Target(s)	Strategic Objective(s)	Outcomes(s)
1	Achievement of Change Programme objectives and benefits Continued delivery by change programme work streams (roadmap) and savings of £3.2m Meet MTSRP targets Deliver Change Programme roadmap	<ul style="list-style-type: none"> <li>£3.2m change programme savings</li> <li>Delivery of roadmap</li> </ul>	Refer to detail of Priority 1	Refer to detail of Priority 1
2	<ul style="list-style-type: none"> <li>Refreshed ICT strategy and roadmap</li> <li>Reduced spend across the Council on ICT whilst maintaining service levels</li> <li>IT across the organisation will be simplified, standardised where it is appropriate to do so and shared i.e. more people will use the same systems but tailored to meet their needs</li> </ul>	<ul style="list-style-type: none"> <li>12% cost reduction on contracted spend</li> <li>33% of £1m target reduction in IT spend by services across the Council 1</li> <li>IT KPI performance maintained</li> </ul>	Refer to detail of Priority 2	Refer to detail of Priority 2

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<b>Bath &amp; North East Somerset Council</b>	
MEETING:	<b>RESOURCES PANEL</b>
MEETING DATE:	<b>16<sup>th</sup> January 2012</b>
TITLE:	<b>WORKPLAN FOR 2012</b>
WARD:	All
<b>AN OPEN PUBLIC ITEM</b>	
<b>List of attachments to this report:</b>	
Appendix 1 – Panel Workplan	

## **1 THE ISSUE**

- 1.1 This report presents the latest workplan for the Panel (Appendix 1).
- 1.2 The Panel is required to set out its thoughts/plans for their future workload, in order to feed into cross-Panel discussions between Chairs and Vice-chairs - to ensure there is no duplication, and to share resources appropriately where required.

## **2 RECOMMENDATION**

- 2.1 The Panel is recommended to
  - (a) consider the range of items that could be part of their Workplan for 2011/12 and into 2012/13

## **3 FINANCIAL IMPLICATIONS**

- 3.1 All workplan items, including issues identified for in-depth reviews and investigations, will be managed within the budget and resources available to the Panel (including the designated Policy Development and Scrutiny Team and Panel budgets, as well as resources provided by Cabinet Members/Directorates).

## 4 THE REPORT

4.1 The purpose of the workplan is to ensure that the Panel's work is properly focused on its agreed key areas, within the Panel's remit. It enables planning over the short-to-medium term (ie: 12 – 24 months) so there is appropriate and timely involvement of the Panel in:

- a) Holding the executive (Cabinet) to account
- b) Policy review
- c) Policy development
- d) External scrutiny.

4.2 The workplan helps the Panel

- a) prioritise the wide range of possible work activities they could engage in
- b) retain flexibility to respond to changing circumstances, and issues arising,
- c) ensure that Councillors and officers can plan for and access appropriate resources needed to carry out the work
- d) engage the public and interested organisations, helping them to find out about the Panel's activities, and encouraging their suggestions and involvement.

4.3 The Panel should take into account all suggestions for work plan items in its discussions, and assess these for inclusion into the workplan. Councillors may find it helpful to consider the following criteria to identify items for inclusion in the workplan, or for ruling out items, during their deliberations:-

- (1) public interest/involvement
- (2) time (deadlines and available Panel meeting time)
- (3) resources (Councillor, officer and financial)
- (4) regular items/"must do" requirements (eg: statutory, budget scrutiny, etc)?
- (5) connection to corporate priorities, or vision or values
- (6) has the work already been done/is underway elsewhere?
- (7) does it need to be considered at a formal Panel meeting, or by a different approach?

The key question for the Panel to ask itself is - can we "add value", or make a difference through our involvement?

- 4.4 There are a wide range of people and sources of potential work plan items that Panel members can use. The Panel can also use several different ways of working to deal with the items on the workplan. Some issues may be sufficiently substantial to require a more in-depth form of investigation.
- 4.5 Suggestions for more in-depth types of investigations, such as a project/review or a scrutiny inquiry day, may benefit from being presented to the Panel in more detail.
- 4.6 When considering the workplan on a meeting-by-meeting level, Councillors should also bear in mind the management of the meetings - the issues to be addressed will partially determine the timetabling and format of the meetings, and whether, for example, any contributors or additional information is required.

## 5 RISK MANAGEMENT

- 5.1 A risk assessment related to the issue and recommendations has been undertaken, in compliance with the Council's decision making risk management guidance.

## 6 EQUALITIES

- 6.1 Equalities will be considered during the selection of items for the workplan, and in particular, when discussing individual agenda items at future meetings.

## 7 CONSULTATION

- 7.1 The Workplan is reviewed and updated regularly in public at each Panel meeting. Any Councillor, or other local organisation or resident, can suggest items for the Panel to consider via the Chair (both during Panel meeting debates, or outside of Panel meetings).

## 8 ADVICE SOUGHT

- 8.1 The Council's Monitoring Officer (Divisional Director – Legal and Democratic Services) and Section 151 Officer (Divisional Director - Finance) have had the opportunity to input to this report and have cleared it for publication.

<b>Contact person</b>	Michaela Gay, Democratic Services Officer. Tel 01225 394411
<b>Background papers</b>	None
<b>Please contact the report author if you need to access this report in an alternative format</b>	

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**Resources Policy Development & Scrutiny Panel Workplan**

last updated – 5<sup>th</sup> January 2012

Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
1 August 2011	Overview Presentation	AP	AP	Presentation		
	Keynsham Regeneration and Workplaces Project	AP	TMcB	Presentation		
	Use of Consultants – set up working group	AP		Verbal report		
	Cabinet Member Update			Verbal report		
	Panel Workplan			Report		
12 September 2011	Universal Credit and new Council Tax Benefit System	AP	Ian Savigar	Presentation		
	Change Programme	AP	Angela Parrett	Presentation		
	Scheme for retired Councillors	AP	Vernon Hitchman	Report		
	Cabinet Member Update			Verbal update		
	Panel Workplan			Report		

**Resources Policy Development & Scrutiny Panel Workplan**

last updated – 5<sup>th</sup> January 2012

Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
21 November 2011 – <i>note Keynsham Town Hall</i>	Keynsham Town Centre Regeneration and Workplaces Project – Update (incorporating Cabinet Member Update)	AP				
	Medium Term Service and Resource Plans	AP		Report		
	Panel Workplan			Report		
16 <sup>th</sup> January 2012	Medium Term Plan – Issues from November Panel	AP		Report		
	Service Action Plans	AP		Report		
	Cabinet Member Update			Verbal Update		
	Panel Workplan			Report		
<b>Budget Meeting</b>						
6 <sup>th</sup> February 2012	Budget Report	AP				
12 <sup>th</sup> March 2012	Retention of Business Rates	AP				
	Property Board Operation and Direction of Travel	AP				
	Council Website		J.Mercer			
	Cabinet Member Update			Verbal Update		
	Panel Workplan					

**Resources Policy Development & Scrutiny Panel Workplan**

last updated – 5<sup>th</sup> January 2012

Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
14 <sup>th</sup> May 2012						
16 <sup>th</sup> July 2012						
10 <sup>th</sup> Sept 2012						
<b>Items to be scheduled:</b>						
	Elections workshop feedback					
	Structure for allocating all Resources (not just financial)	AP				
	Use of Consultants Working Group – feedback		JB/NR/CB/DL			
	Items to be considered for future workplan (from 1 <sup>st</sup> August 2011 meeting): <ul style="list-style-type: none"> <li>Road map – IT (including Members IT)</li> </ul>					
	Corporate Complaints Policy and Procedures		Graham Dove			
	Member Training					
	Keynsham Town Centre Regeneration and Workplaces Project - Finances					
	Carbon Reduction					

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