

## **BATH AND NORTH EAST SOMERSET**

### **RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL**

Wednesday, 22nd July, 2015

**Present:-** Councillors Sarah Bevan (Chair), Bob Goodman (Vice-Chair), Christopher Pearce, Fiona Darey and Dine Romero

#### **1 WELCOME AND INTRODUCTIONS**

The Chair welcomed everyone to the meeting.

#### **2 EMERGENCY EVACUATION PROCEDURE**

The Democratic Services Officer drew attention to the emergency evacuation procedure.

#### **3 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

Councillors Becker, Barrett and Furse had sent their apologies to the Panel. Councillors Fiona Darey and Dine Romero were substitutes for Councillors Barrett and Furse.

#### **4 DECLARATIONS OF INTEREST**

There were none.

#### **5 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN**

There was none.

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

There were none.

#### **7 PRESENTATION BY DIVISIONAL DIRECTORS**

The Chair invited Andrew Pate (Strategic Director for Resources) and his Divisional Directors to give their presentations as part of the "Introduction to the Resources remit".

The aim of those presentations was to help PDS Resources Members to get an overview of the scope of activity with the remit of the Panel. This may also help the Panel to shape its workplan.

The Chair informed the Panel that she would welcome questions from Panel Members after the last slide in the presentation.

Andrew Pate started the presentation by advising the Panel on services that were sitting in his directorate, Divisional Directors who were reporting to him, teams in each service and Cabinet Members whose portfolio would include teams and services from Resources directorate. He also took the Panel through the staffing and budget for each service within Resources directorate.

Derek Quilter (Divisional Director Property and Project Delivery) gave a quick summary of his service: management of approx. 1,200 property assets, commercial estate generating £15M income, project delivery managing capital projects to cost and programme, plus provision of school meals, cleaning and print services via Traded Services; interesting facts about the service; and, current significant projects.

David Trethewey (Divisional Director for Strategy and Performance) gave a quick summary of his service: work with local communities, communication and consultation, partnership working, sustainability and climate change tackling, corporate policies and frameworks implementation and scrutiny of services; people and teams in the service; recent achievements by the Strategy and Performance; Interesting facts; and, priorities and challenges.

Ian Savigar (Divisional Director for Customer Services) explained what Customer Services do, service teams structures and their remits, strategic roles of the service the one stop shops, libraries, Council Connect, CCTV, emergency planning, registrars, council tax and business rates collection, benefits and welfare reform, service reviews and customer standards;, plus interesting facts, achievements and challenges.

Tony Bartlett (Head of Business Finance & Pensions), who was at the meeting on behalf of Tim Richens (Divisional Director for Business Support), gave a quick summary of the service by highlighting service teams structures and their remits including: corporate finance and accountancy, transactional financial services, procurement, assurance and Audit West partnership, information management and FOI's, ICT service and projects , Section 151 Officer responsibilities, , facts about Avon Pension Fund, map of the West of England region showing how this relates to City deal and business rates retention, interesting facts, recent achievements, where the Council spends money and gets money (£321.1m) from and challenges ahead.

A full copy of the presentation 'Resources remit for the PDS' is attached to these minutes – the services in scope for the panel are denoted on the opening slide, as are the relevant portfolio holders.

Councillor Dine Romero asked if the £38m of identified savings would be coming out of the £100m of what was left from the current spend. Tony Bartlett responded that £38m of saving would have to be found from ongoing money. The £100m was simply a cash balance not an underspend and so affected temporary investments rather than ongoing budgets.

Councillor Chris Pearce asked if it was true that sixty percent of the commercial and retail property has been owned by the Council.

Derek Quilter replied that the Council owns sixty percent of retail units at the core centre of Bath, with full or part interest.

It was **RESOLVED** to note presentation.

## **8 CORPORATE PLAN AND FINANCIAL PLAN**

The Chair invited David Trethewey to give the presentation.

David Trethewey said that the Corporate Strategy has been built around the core commitments (increasing efficiency, new homes and jobs, transport, young people, cleaner, greener and healthier local communities, greater independence for older people) outlined and agreed by Cabinet at their meeting in July 2015.

The Strategy identifies four corporate priorities which would deliver on these commitments and would form Council's focus over the next 4 years as as part of the 2020 vision:

- A strong economy and growth
- A focus on prevention
- A new relationship with customers and communities
- An efficient business

David Trethewey also what were drivers behind the Strategy, timetable for the development of the Strategy and what part Policy Development Scrutiny Panels should have in the development of the Strategy.

A full copy of the presentation from David Trethewey is attached to these minutes.

Councillor Dine Romero asked for clarification on what is a convention when seeking additional expenditure for ideas that were within the remit of another Policy Development and Scrutiny Panel.

Andrew Pate responded that broad principle was that Panel with the proposal on the table should look within own remit. However, if the funding idea was coming from the remit of another panel then there would have to be some sort of joint work between two, or more, Panels.

Councillor Dine Romero asked what would be exactly covered within Cabinet's commitment to young people.

Councillor Charles Gerrish (Cabinet Member for Finance and Efficiency) said that he would come back with an answer to Councillor Romero.

Councillor Romero said that webcasting of some meetings in the Council costs £15k and asked how much it would cost to webcast all meetings in the Council.

David Trethewey responded that some estimates had been calculated but that he did not have exact figures with him, so he would come back with an answer to Councillor Romero.

Councillor Fiona Darey asked about the procurement process for jobs in the project delivery and property area.

Derek Quilter explained that the projects were advertised and those that responded were assessed then shortlisted.

Councillor Chris Pearce asked what would be his exact responsibility as Policy Development and Scrutiny Member, and how would he be expected to scrutinise Corporate Strategy and Financial Plan – just by listening and asking questions.

Andrew Pate said that scrutiny process meant to be non-political and the role of the PDS had been to influence the Cabinet and Cabinet Members with the comments, suggestions and recommendations.

It was **RESOLVED** to note the presentation.

## **9 PERFORMANCE MANAGEMENT UPDATE**

The Chair invited Steve Harman (Strategic Performance Manager) to give a presentation.

Steve Harman said that a Performance Management Framework (PMF) had brought together the strategies, plans, policies and performance measures that enable residents, Members, managers and other stakeholders to see how the Council 'measures up' in comparison to its own previous performance and in comparison to other Councils. Steve Harman also explained to the Panel what the national picture was before 2010, and what is it post 2010, what is the National Code of Transparency, what are key PMF components, corporate reporting arrangements mechanism, members and performance and the role of the PDS.

A full copy of the presentation from Steve Harman is attached to these minutes.

It was **RESOLVED** to note the presentation.

## **10 CABINET MEMBER UPDATE**

Councillor Charles Gerrish highlighted the following points in his update:

- In depth review to look into current financial position. Councillor Charles Gerrish will be assisted by Councillor Paul May for this review.
- A number of Community Asset Transfers set by the previous Cabinet would continue.
- Potential of retail units in Keynsham.

The Chair thanked Councillor Gerrish for an update.

## **11 PANEL WORKPLAN**

The Panel debated the future workplan, and also timings for future meetings.

Members of the Panel agreed that meetings should start at 4pm or 5pm on Wednesdays.

Senior Democratic Services Officer had asked the Panel to consider that Wednesdays are quite busy with other meetings in the Council (Cabinet, Health and Wellbeing Board, Development Management, Special Council, area forums). He also said that he would communicate with the Panel timings of the September meeting.

The Panel **RESOLVED** to include the following items in the plan:

- Community Asset Transfer update (Sep 2015)
- Council Connect (Sep 2015)
- Use of Consultants and Agency Staff - Update on Task and Finish Group (date to be confirmed)

The meeting ended at 11.55 am

Chair(person) .....

Date Confirmed and Signed .....

**Prepared by Democratic Services**

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# Resources PDS July 2015

## Introduction to the Resources Remit

## Strategic Director Resources, Andrew Pate

### Business Support

*Chief Finance Officer*

*Tim Richens*

Finance

Pensions

Payroll & People Services

ICT

Procurement

Internal Audit, Risk & Assurance

Information Governance

Revolving Infrastructure & Regional Growth Funds

### Customer Services

*Ian Savigar*

Council Connect (MV)

Libraries (MV)

Council Tax

Business Rates

Council Tax Support (Benefits)

Welfare Reform

Emergency Planning & Business Continuity

### Strategy & Performance

*David Trethewey*

Policy Co-ordination (TW)

Public Service Partnerships (TW)

Connecting Communities (MV)

Communications (TW)

Performance Management (TW)

Human Resources

Health & Safety

Equalities

Sustainability (MV)

### Property & Project Delivery

*Derek Quilter*

Capital project delivery-several major schemes (Cabinet)

Property Maintenance delivery

Programme & project support

Commercial Estate

Corporate Estate

Facilities Management

Asset Management & Property Transactions

Print, cleaning & catering traded services

#### Key:

Resources PDS Panel remit except where coloured grey

Portfolio holder Charles Gerrish except where indicated otherwise.

*NB Legal and Democratic Services also falls within Resources PDS remit.*



# Staffing and budget

## Property and Project Delivery

- Expenditure: £12.763M
- Income: -£19.369M
- Net Budget: -£6.606M
- FTE: 238

## Strategy and Performance

- Expenditure: £4.186
- Income: - £0.725M
- Net Budget: £3.460M
- FTE: 70

## Customer Services

- Expenditure: £6.514M
- Income: -£2.577M
- Net Budget: £3.936M
- FTE: 164

## Business Support

- Expenditure: £8.652M
- Income: -£0.886M
- Net Budget: £7.766M
- FTE: 219

## RESOURCES

- Expenditure: £32.116M
- Income: -£23.559M
- Net Budget: £8.557M
- FTE: 691

# Presentations:

❖ **Derek Quilter,**

*Divisional Director Property and Project Delivery*

❖ **David Trethewey,**

*Divisional Director Strategy and Performance*

❖ **Ian Savigar**

*Divisional Director Customer Services*

❖ **Tim Richens,**

*Divisional Director, Business Support*

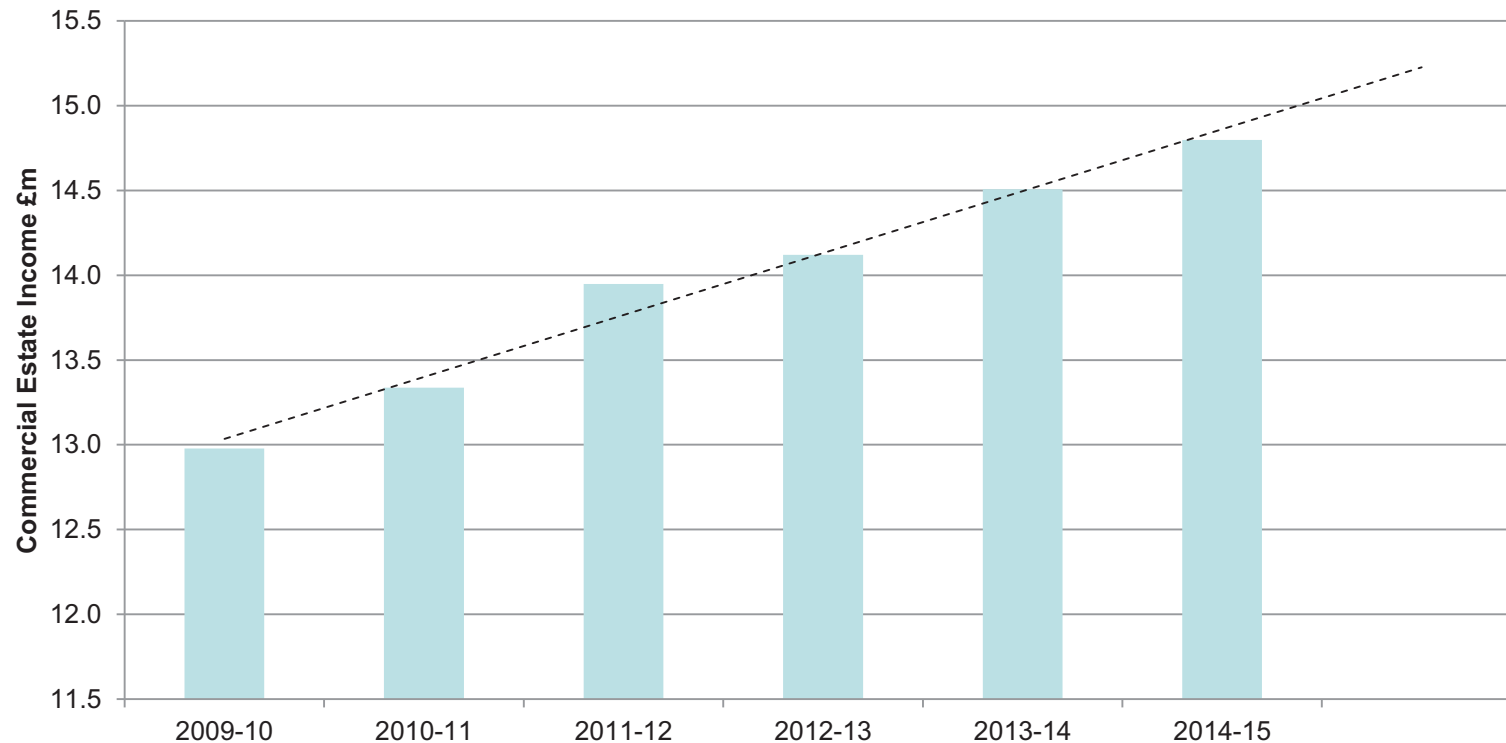
**Derek Quilter,**  
Divisional Director  
Property and Project  
Delivery

## Summary of the Service

- Management of approx. 1,200 property Assets
- Commercial estate generating £15M income
- Project delivery managing capital projects to cost and programme
- Delivery of school meals, cleaning and print services via Traded Services

# Commercial Estate Income Growth

Commercial Estate Rental Income 2009-2015



# Project Delivery Structure

- Development of 'best practice' management systems
- Core team of construction professionals
- Use of external support to manage peaks and specialist support
- Use of frameworks to secure Project and Commercial Management support
- Project reviews by Director monthly
- Procurement of designers and advisors
- Flexibility





## Primary Capital Programm Batheaston Primary

Funding from national Primary Capital Programme in 2010.

Refurbishment works: old post-war concrete buildings and temporary wooden buildings were demolished and replaced with a new block.

- New assembly hall
- Two new classrooms
- New serving kitchen facility

Part of a wider aim to create a sustainable school that prides itself on its eco credentials.

- Winner of the South West Royal Institute of Chartered Surveyors Community Benefit category
- Winner of the West of England Local Authority Building Control Building Excellence award 2012.

**Contract Value – £2.15m**

**Contract Completion – April 2012**





## St Gregory's/St Marks 6<sup>th</sup> Form College

A new state of the art sixth form for Bath.

The New Sixth is a two storey teaching block which includes:

- A learning resource centre
- Classrooms
- Laboratories
- social spaces.

The site: a shallow surface quarry which was later infilled with material from the nearby Fuller's Earth mining operations.

**Requirements:** as sustainable as possible whilst delivered on a tight programme ready for the start of the new school year.

### **Construction:**

- A hybrid foundation solution to deal with site challenges and allow completion of substructure as fast as possible.
- The structure is solid timber (FSC sustainable) with exposed solid timber internal walls, columns and beams and prefabricated insulated solid timber panels to the elevations. The timber was fully fabricated off site and simply lifted into place on site.

**Contract Value – £2.3m**

**Contract Completion – September 2014**



## Victoria Bridge, Bath

- Grade II listed structure
- In 2010, Bridge closed to the public -concerns about condition, strength and stability.
- In 2011 the Council formalised a project with team of engineers and specialists to develop a permanent solution to reopen the bridge.
- The River and towpath were closed beneath as an emergency solution to stabilise the bridge.
- June 2012 - Cabinet gave funding approval for the permanent refurbishment of the Bridge.
- Refurbishment works commenced in late winter 2014 now successfully completed

Innovative construction techniques and a temporary truss enabled public access across the bridge for over 90% of the construction period.

The newly refurbished bridge was officially reopened on 15 January 2015 and as a result Victoria Bridge is now removed from English Heritage's Heritage at Risk Register.

**Contract Value – £3.4m**

**Contract Completion – January 2015**





## Keynsham Town Hall

100,000 square feet of new modern offices, retail and restaurant space including a civic centre building with One Stop Shop, library, meeting and performance space for community use.

The regeneration is part of the Council's plan to reduce the carbon footprint by up to 70 per cent – target to achieve Display Energy Certificate A rating by the end of the 2nd year of operation.

The orientation of the offices with narrow floor plates and south facing roofs achieves a fully naturally ventilated building and a cross laminated timber frame makes a significant reduction to embodied carbon.

The offices will be one of the most energy efficient offices in the county.

**Contract Value – £30**

**Contract Completion – August 2014**

to live, work and visit



## Bath Transport Package Odd Down Park & Ride Expansion

The improvements help to tackle:

- Traffic congestion
- Improve air quality
- Provide the infrastructure needed to support new homes and jobs for local people.

£27 million of investment funded through a combination of Council and Department for Transport.

### Increasing Park & Ride capacity

At regular times during the year, the Park & Ride sites are full by midday at the latest.

Increasing the number of spaces from 1,990 to 2,860 at our three Park & Ride sites;

- **Odd Down by 230 spaces**
- Lansdown by 390 spaces
- Newbridge by 248 spaces

This follows a massive upgrade of the 8 strong Park & Ride fleet which included:

- Greener hybrid electric/ diesel vehicles,
- Climate control,
- Wi-Fi, and
- Leather seats
- A 7 day a week service.

**Contract Value – £1.5M**

**Contract Completion – November 2012**

# Interesting Facts

- ❖ 1500 office based staff - now working flexibly in 4 main sites
- ❖ 10 Depots
- ❖ 8,000 school meals delivered per day.
- ❖ 160 community meals delivered per day.
- ❖ 82 sites cleaned
- ❖ £4.14m R&M programme (capital and revenue) worth 1% of estate
- ❖ £231m Value of commercial estate £257m
- ❖ Value corporate estate.
- ❖ £29m Value of capital receipts generated in last 3 years.
- ❖ 60% of Bath retail estate owned by the Council.



# Current Significant Projects

- Commercial Estate Development
- Bath Quays Waterside
- Leisure Capital Investment
- BWR
- Various Primary Schools
- Completion of BTP (Stall St)
- Archway Project
- Maintenance Programme

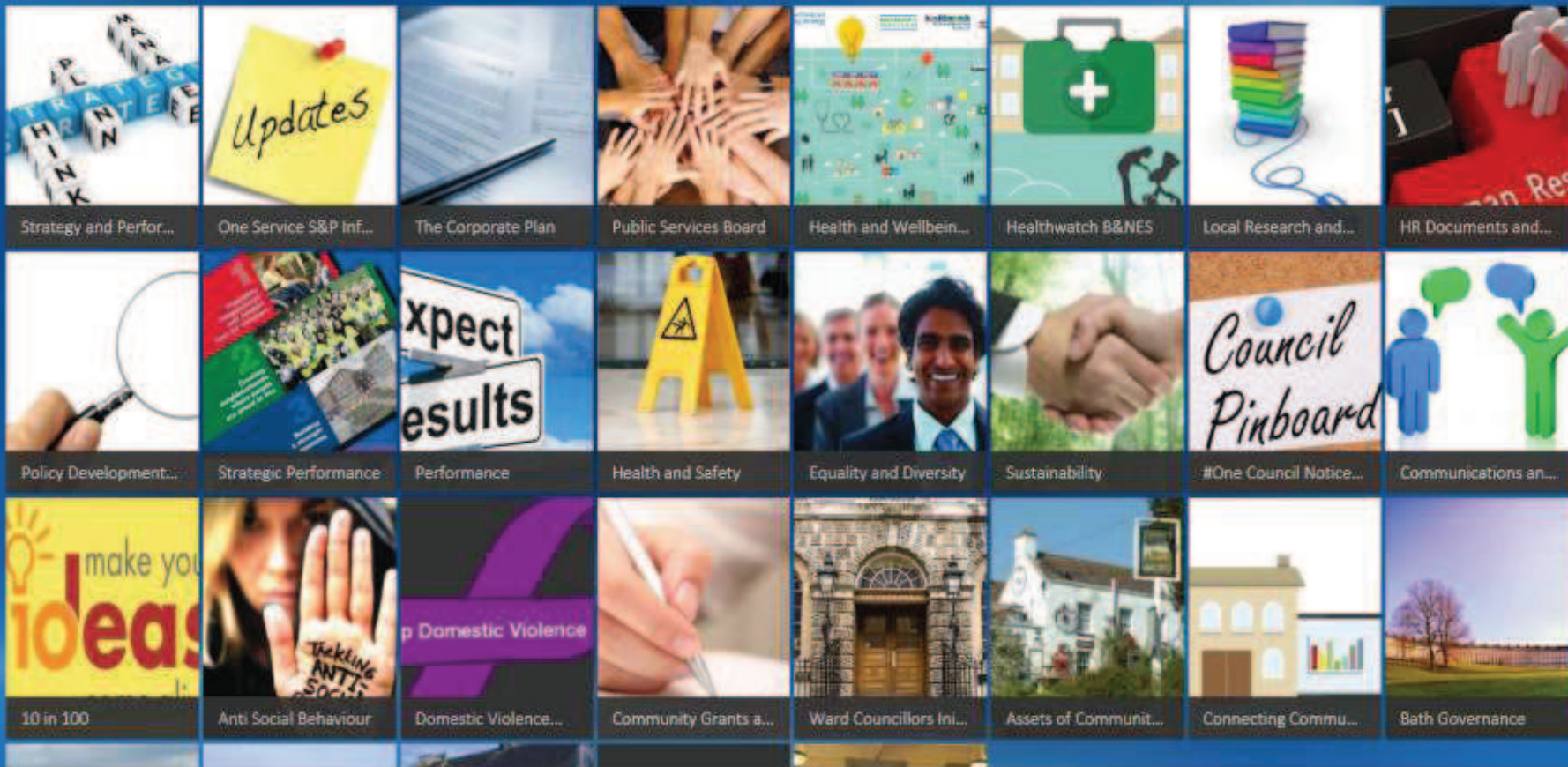
# David Trethewey, Divisional Director Strategy and Performance

## Summary

- Understand our local communities and their needs
- Develop the organisation and its workforce to deliver its plans and plan for the future
- Communicate and consult clearly and with maximum impact
- Work in partnership with other agencies
- Collaborate with local communities to tackle local issues and improve the services that matter to them
- Build equalities into our work plans and programmes
- Plan services effectively
- Deliver our ambitions for sustainability and tackling climate change
- Implement corporate policies and frameworks consistently and to best effect
- Understand and scrutinise performance and intelligence



## Strategy and Performance







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# Bath and North East Somerset Health and Wellbeing Strategy 2015-2019

Bath & North East  
Somerset Council

**healthwatch**  
Bath and North East  
Somerset

Bath  
Clinic





http://www.bathnes.public-i.tv/core/portal/webcast\_interactive/181888



The Big Questions - Fri, 10t... x

Bath and North East Somerset Webcasting



**Bath & North East Somerset Council**

Home

Webcast library

Help



The Big Questions. Fri, 10<sup>th</sup> Jul 2015 - 6:30 pm



Webcast



Feedback

### Welcome to Bath & North East Somerset Council's webcast

#### How to use this site:

The **timeline** on the right displays the **agenda** (live webcast) or the **index points** (archived webcast) - allowing you to jump to a specific part of the meeting. If you need to jump to a particular part of the agenda, please click on the time displayed opposite - in the timeline. If you want to know more about the speakers please click on their names in the timeline.

Please note that councillors may be referring to agenda documents via their tablet devices.

#### Additional Information

The tabs above provide access to additional features when these are used: such as **presentations**, related **resources** (including the agenda and committee papers) and **speaker profiles**.



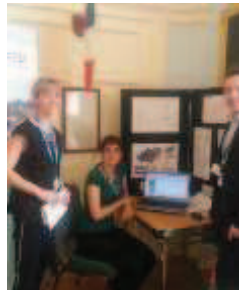
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# People



# Recent achievements

- » Since webcasting was launched in 2013, we have had over 89,000 views.
- » 8% reduction in single occupancy car use (commuter and in-work) from 2010 baseline
- » Third 'Bath Green Homes' open homes weekend -18 homes opened and 600 visits.
- » Two new major community projects for solar arrays installed with Bath & West Community Energy at Wilmington Farm and on Lewis House building in Bath.
- » Village Agents scheme has now been extended to 20 parishes
- » Volunteering Frameworks in place for Public Rights of Way, Heritage Services, Fashion Museum, Youth Services and Parks and Open Spaces.
- » 90 local voluntary and community organisations helped so far by our Connecting Capacity project
- » Held successful Bath City Conference
- » Completed and reported Community Governance review for Bath
- » Successful programme of staff engagement to support phase one of office moves for "Changing How We Work". Lays foundations for phase two- closing Northgate House.
- » iTrent- new HRMIS / payroll system went live – improving reporting and people management capacity through manager and employee self-service - a shared service initiative with North Somerset

# Interesting facts

- » Most popular live webcasted meeting was Full Council 18 February 2014 with 1,204 live views.
- » Overall, 31% reduction in 'in-work' car miles achieved since 2010, saving £200k
- » Over 300 items of Riverside Furniture have been offered for reuse on WARPit -avoiding 21 tonnes of waste going to landfill, 64 tonnes of CO2 . The cost of buying this equipment would have been circa £113k
- » 231 ideas submitted to staff from all parts of the organisation to our 10 in 100 initiative
- » Engaging staff through office moves for “Changing How We Work” - 207 Movers & Shakers, 35 Grapeviners
- » 342 participants for this year’s Community Challenge of which 103 were Council staff & Councillors, contributing 1800 employee hours.
- » Connecting Communities forums in Keynsham, Somer Valley and Chew Valley, shortly in Bathavon and new Bath Forum.

# Priorities & challenges

- New Corporate Strategy
- Developing connecting communities and community engagement
- Develop organisation of the future
- Develop the workforce of the future
- Public Service Reform and change



# Ian Savigar, Divisional Director Customer Services



## Customer Services

Who we are and what we do...



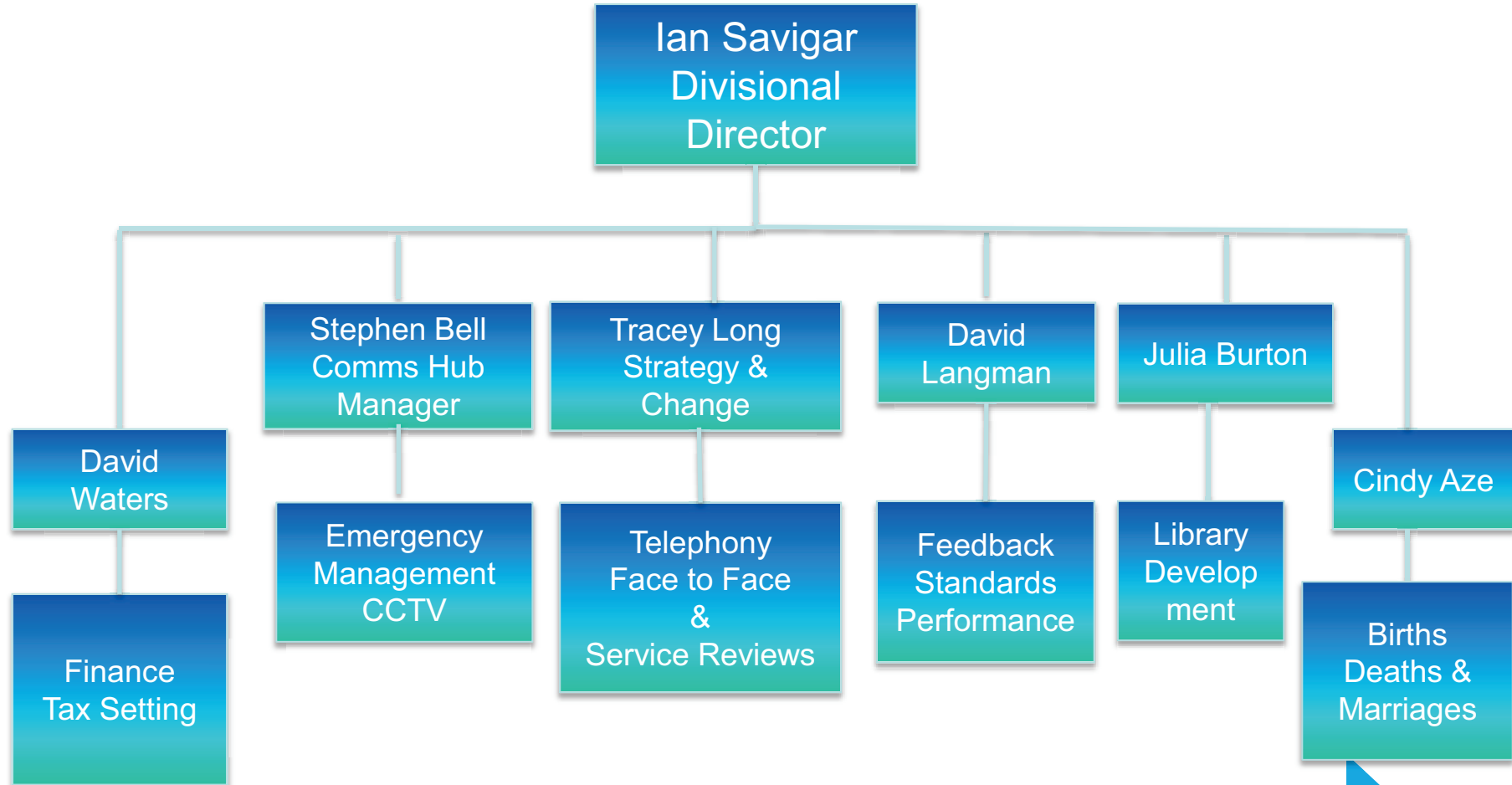
Customer Services – Distinct Operational and Strategic roles.

Operational function - delivering services One Stop Shops, Libraries, Register Offices and the Communications Hub.

Strategic function- to help improve the way the Council as a whole provides services to customers.

- **Reporting service issues in your local areas and customer feedback:**  
<http://www.bathnes.gov.uk/feedback>
- **Strategic queries or updates about the service – contact [Tracey Long](#) or [Ian Savigar](#)**

# Customer Services Structure



# Customer Services

## Strategic roles:

**Customer First – supporting improvement reviews across the Council**



The Council's corporate...

- Customer Care Standards
- Customer Feedback process
- Customer Service Excellence accreditation
- Customer Service Training.



Emergency Planning Capability

Bath and North East Somerset – *The place to live, work and visit*

# Customer Service Teams

## Operational front-line services:

- The Council's three One Stop Shops
- Library Services
- Registrars & Citizenship Ceremonies
- The Council Connect Contact Centre and Switchboard teams
- Emergency Planning and Business Continuity Response
- The CCTV team
- The collection of Council Tax and Business Rates (National Non-Domestic Rates) throughout the authority
- The administration of Housing Benefit, Council Tax Support and the Welfare Support Scheme.



# Interesting Facts

- 390,000 external phone calls made to telephony teams & switchboard (excludes directly dialled numbers)
- Over 48,000 online forms and emails received
- Almost 95k face to face transactions in OSSs.
- Libraries - 717,408 visits and 679,013 issues
- Registrars – 38 licenced venues, 911 ceremonies conducted, 101 New Citizens, 4005 births registered, 2315 deaths.



# Interesting Facts

- 99,525 online payments made (£9.3m).
- 50,000 kiosk payments (£4.7m)
- £90.6m (Council Tax collected)
- £62.6m (non-domestic rates collected, of which the Council retains 49%)
- £54.4m paid out in Housing Benefit
- £8.8m CTAX Support applied to CT accounts
- 2456 awards made for Welfare Support (including Discretionary Housing Payments) totalling £419k Nearly 246k visits to the One Stop Shops (includes Library in Keynsham).



# Achievements

- Consistently one of the best collection rates for Council Tax in the Country
- New Library & One Stop Shop open in Keynsham and continued development of Partnership Working
- Live Universal Credit site since February 2014
- Implementation of new CRM (Customer Relationship Management) system
- Communications Hub successfully coordinated a number of key events
- Successful approach to Local Welfare Support and developing links with Connecting Families
- Developing Corporate Customer service Standards and new Customer Feedback approach

# Challenges

- Move to digital communications – access to services, appropriateness, being proactive & preventative
- Role of Libraries - community assets, ‘digital eagles’
- Being more financially self sufficient – income generation ops Registrars, CCTV, Business rates
- Improving customer experience across the council – standards, consistency, Customer Service Excellence (CSE), feedback, training & culture change, changing how people work
- Response to Welfare Reform.





# **Tony Bartlett**

## **Head of Business Finance & Pensions**

### **Business Support**

# Summary of the Service

- Chief Finance Officer - Section S151 Officer
- Accounting, Treasury, Exchequer and Insurance
- Avon Pension Fund
- Payroll & People Services
- ICT
- Procurement
- Internal Audit & Information Governance
- West of England Accountable Body.



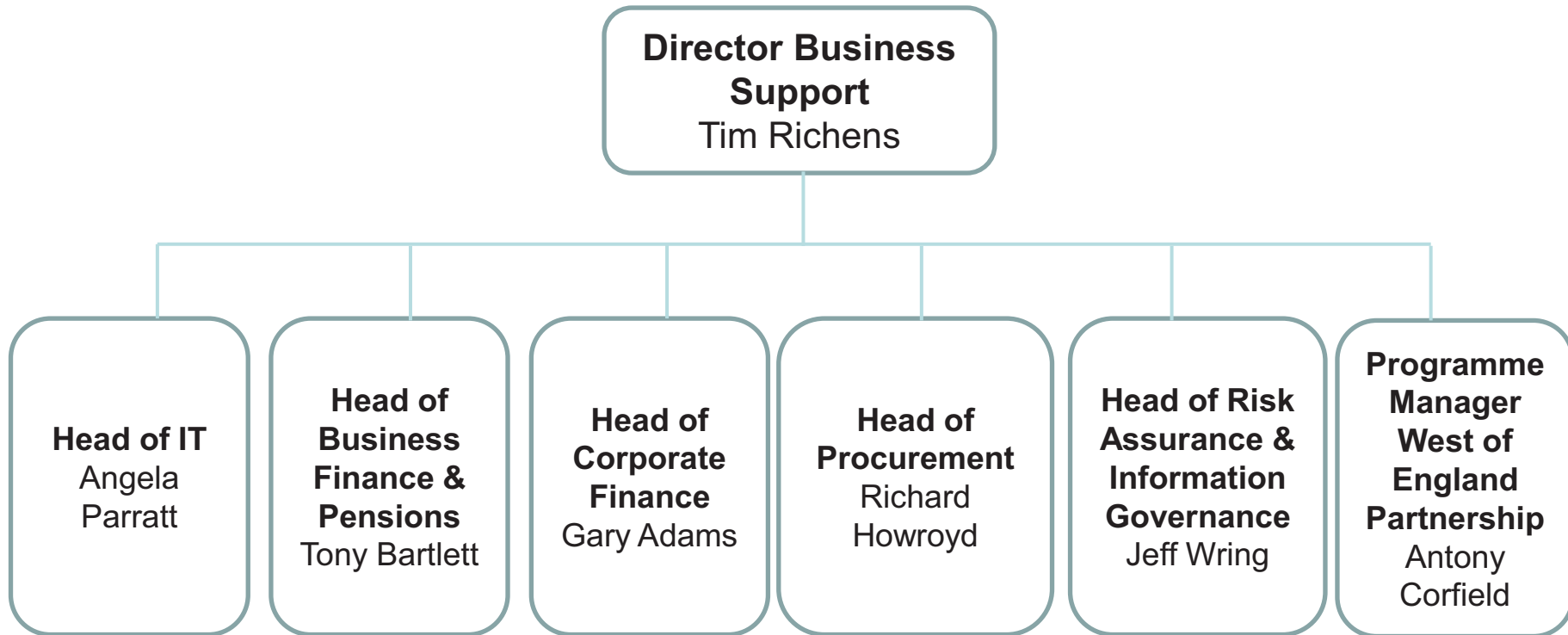
## s151 Local Government Act 1972:

*“....every local authority shall make proper arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs...”*

A range of statutory & public interest duties including:

- Fiduciary responsibility to local taxpayers.
- Proper administration of financial affairs.
- Report Unlawful Expenditure or unbalanced Budget to Council, Executive and Auditor.
- Maintain accounts and adequate & effective system of Internal Audit and control (Jeff Wring – Head of Internal Audit).
- Report on Robustness of Estimates and Adequacy of Financial Reserves.

# Business Support Structure



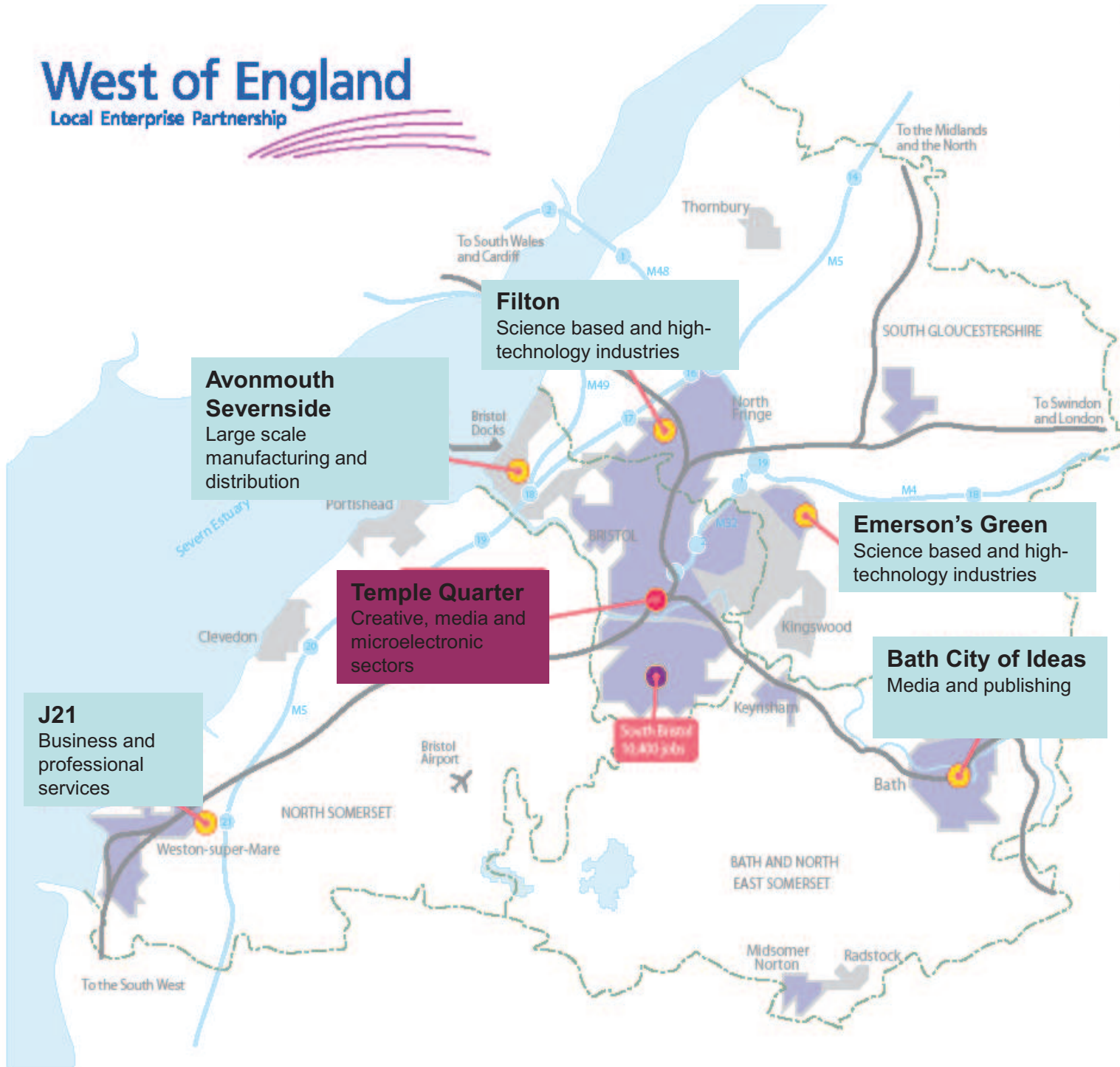
# Avon Pension Fund

- » Covers 130+ employers across WoE inc 4 UA's and Universities
- » B&NES Council Administering Authority
- » Specific Pensions Committee and “new” Pensions Board
- » Management of all member contributions and pensioner payments.
- » Assets approaching £4bn under management
- » Funding for approx 80% of future liabilities.



# West of England

Local Enterprise Partnership



**Key:**

Existing Network:

- Motorway
- Local Authority Boundary

New Homes and Jobs, 2006 - 2030:

- Enterprise Zone
- Enterprise Areas
- Other Major Employment Site
- Priority Growth locations

**Filton**  
Science based and high-technology industries

**Avonmouth Severnside**  
Large scale manufacturing and distribution

**Temple Quarter**  
Creative, media and microelectronic sectors

**Emerson's Green**  
Science based and high-technology industries

**Bath City of Ideas**  
Media and publishing

**J21**  
Business and professional services

South Bristol  
31,400 jobs



# WoE Accountable Body

- B&NES Accountable Body
- Focus on Infrastructure & Job Creation
- Revolving Infrastructure Fund - £57M
- Regional Growth Fund 3 - £25M (300+ Grants direct to businesses across WoE)
- Economic Development Fund – 100% Business Rates Retention from City Region Deal - £500M (over 25 yrs)
- Local Growth Fund - £80M 15/16 allocation
- Supporting B&NES Capital Projects including Innovation Quay, Enterprise Area Flood Mitigation, BWR Gas Holder Removal and Destructor Bridge

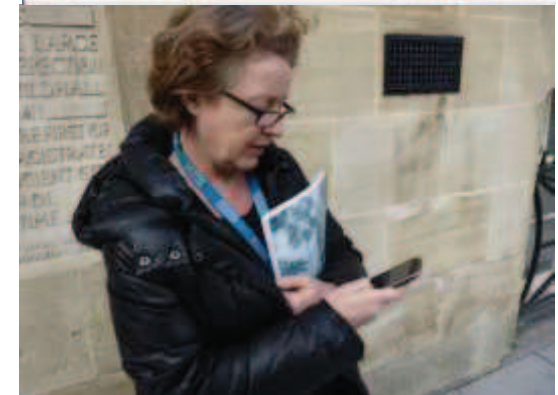
# Recent achievements

- » £30M Council savings or additional income last 3 years.
- » 50% of the total Council savings and income from Resources or Corporate.
- » New payroll system shared with North Somerset.
- » ICT returned in house in 2013 with new investment and major savings.
- » New audit partnership.
- » New approach to procurement and stronger central controls. 40% increase local spend.
- » Greater centralisation and self service such as through procure to pay approach.
- » Benchmark well.
- » Lead role for WoE office and accountable body
- » City Deal and ability to retain 100% business rates - ahead of other devolution deals!

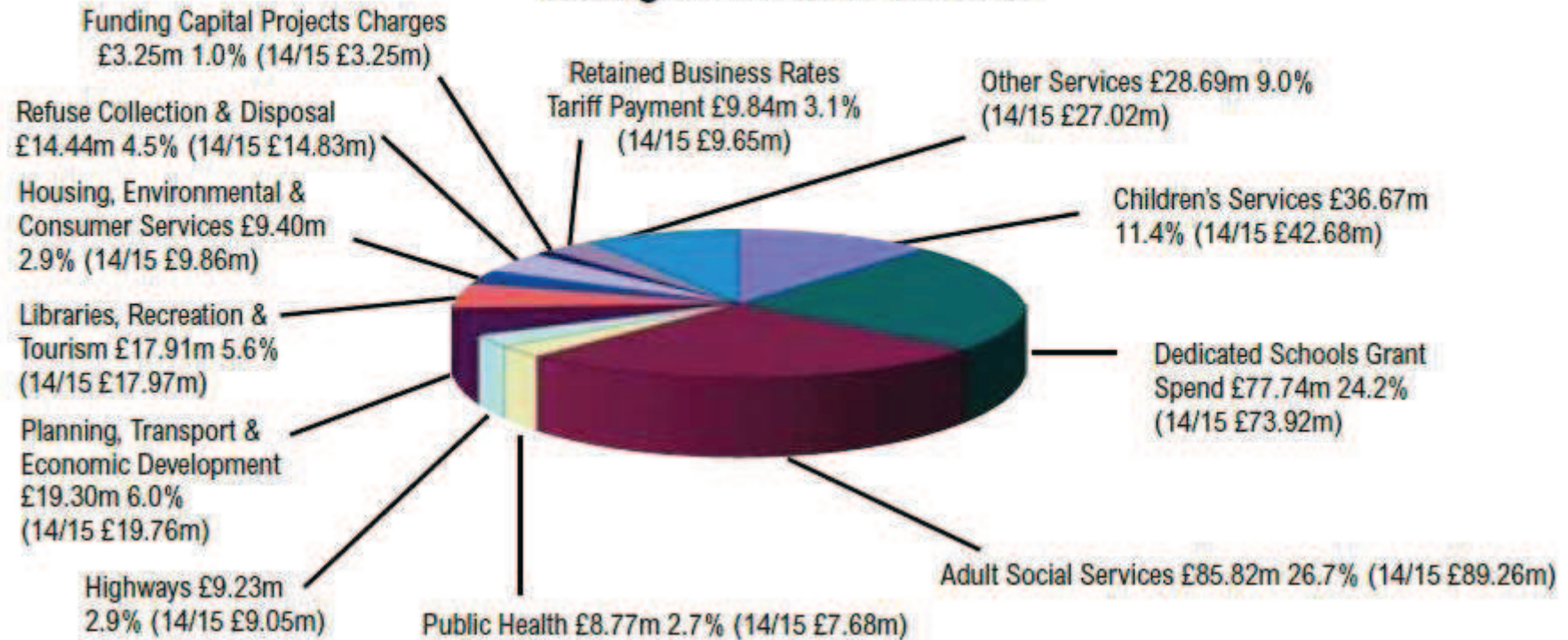


# Interesting facts

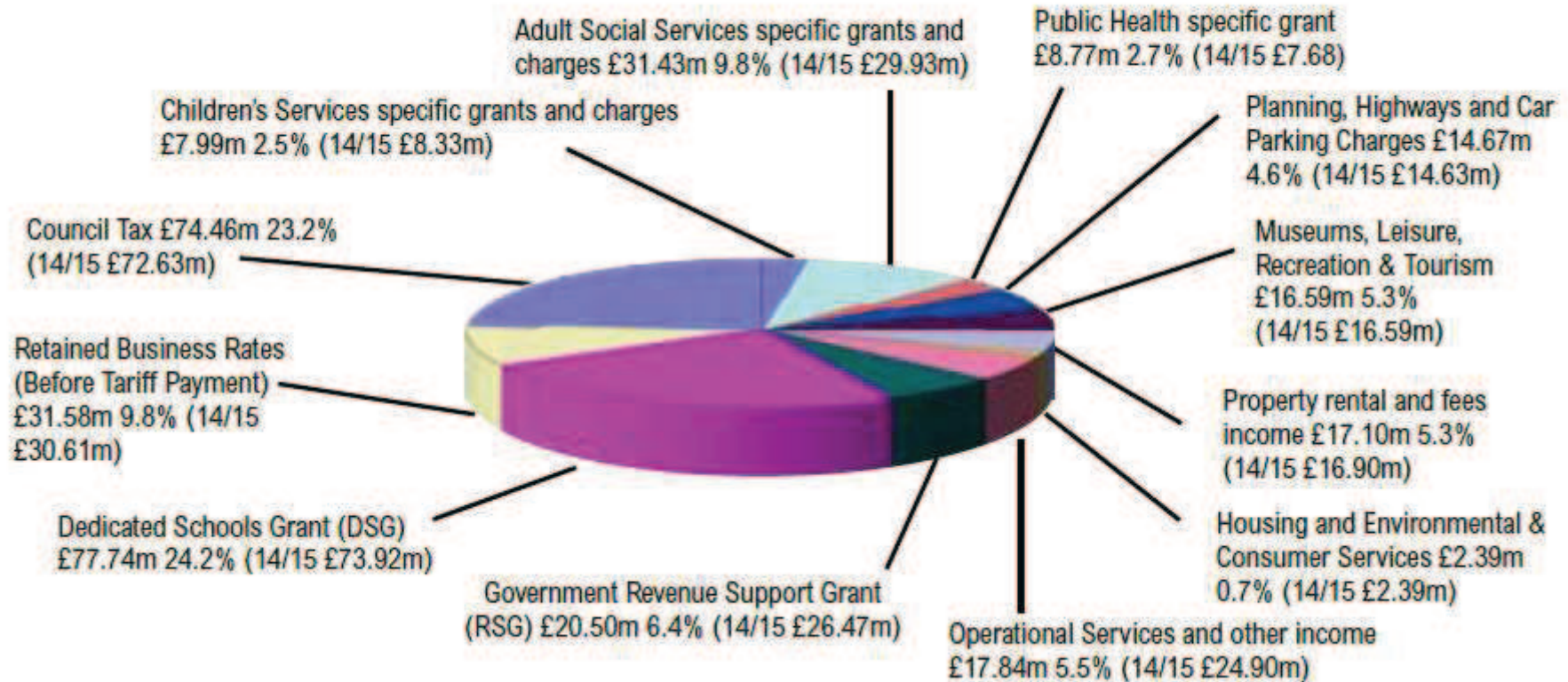
- » 2500 staff on payroll
- » Value of debt £120M offset by up to £100M of cash balances but cash varies.
- » 60,000 payments made worth £280M
- » Debtor Income - 35,000 invoices worth £36M with 99% collected
- » Banking - process £11M Transactions each year.
- » ICT 2000 desktop and mobile devices, 3 main data centres, 300 servers, 30 Tb storage.
- » 2,000 FOI requests each year and rising!



## Where the Council spends money 2015/16 - £321.1m - gross spend before taking account of income



## Where the money comes from to pay for all the services 2015/16 - £321.1m



# Challenges

- » Supporting Care Act implementation.
- » Completing new Payroll implementation
- » Extending the Audit Partnership with North Somerset
- » Further rationalisation and centralisation of ICT
- » Coordinating Commissioning intentions and reviewing progress on Think Local procurement strategy.
- » Digital agenda - channel shift, accessible web site, self serve 24/7, less paper document and post with new digital solutions, text and other push notices.
- » Partnering with external finance provider.
- » New Pensions Board
- » Strategic Review lead co-ordination role (with Strategy & Performance)
- » Review of capital programme.
- » Government Autumn Statement & December LG settlement
- » New 4 year Council Budget plan aligned with new Corporate Strategy.
- » Devolution and fiscal asks.
- » New Commercial opportunities.

# Corporate Strategy and Financial Plan

# Drivers for a new Corporate Strategy

- » To help articulate manifesto commitments - tying them to our 2020 vision and embedding them across the council as corporate priorities:

*“Bath and North East Somerset will be internationally renowned as a beautifully inventive and entrepreneurial 21<sup>st</sup> century place with a strong social purpose and a spirit of wellbeing, where everyone is invited to think big – a ‘connected’ area ready to create an extraordinary legacy for future generations”*

- » To enable us to more effectively allocate resources which deliver against Corporate priorities
- » To integrate the previously separate Corporate Strategy and financial planning processes
- » To integrate directorate and financial plans (MTSRPs) through new Directorate Plans

# Key priorities

- » The Corporate Strategy is built around the core commitments outlined and agreed by Cabinet at their meeting in July *(increasing efficiency, new homes and jobs, transport, young people, cleaner, greener and healthier local communities, greater independence for older people)*
- » The Strategy identifies four corporate priorities which will deliver on these commitments and will form our focus over the next 4 years as we move towards our 2020 vision:
  - » A strong economy and growth
  - » A focus on prevention
  - » A new relationship with customers and communities
  - » An efficient business

# Timetable for development

Milestone	Date
Corporate Strategy development	July-August 15
Draft Corporate Strategy to Cabinet	09 September 15
High level PDS consultation on Corporate Strategy and Directorate Plans (including 4 yr. settlement) <ul style="list-style-type: none"> <li>• Planning, Housing and Economic Development PDS Panel</li> <li>• Communities, Transport and Environment PDS Panel</li> <li>• Children and Young People PDS Panel</li> <li>• Resources PDS Panel</li> <li>• Health and Wellbeing Select Committee</li> </ul>	<i>Nb. Dates to be confirmed</i> 03 November 15 16 November 15 17 November 15 18 November 15 25 November 15
Near final Corporate Strategy, Directorate Plans and 4 yr. settlement to Cabinet	02 December 15
Consultation with PDS on the detail in Corporate Strategy, Directorate Plans and 4 year settlement <ul style="list-style-type: none"> <li>• Planning, Housing and Economic Development PDS Panel</li> <li>• Communities, Transport and Environment PDS Panel</li> <li>• Children and Young People PDS Panel</li> <li>• Resources PDS Panel</li> <li>• Health and Wellbeing Select Committee</li> </ul>	<i>Nb. Dates to be confirmed</i> 05 January 16 11 January 16 12 January 16 13 January 16 27 January 16
Corporate Strategy, Directorate Plans and 4 yr. settlement to Cabinet	10 February 16
Corporate Strategy, Directorate Plans and 4 yr. settlement to Council	16 February 16



# Policy Development & Scrutiny

## » **What is your role**

- » Helping to improve Performance & Delivery of Services
- » Ensuring effective Public engagement & participation in the decision making process
- » You are not expected to be financial experts but you have a key role in ensuring accountability and whether the budget plans offer best value for money for the public
- » Scrutiny is different to Audit, as it provides 'Effective Challenge', rather than ensuring that there is appropriate assurance over all of the Councils activities.

## » **Key questions to consider**

- » Q1. What is the potential impact of these plans?
- » Q2. Why has the executive decided to spend money on this?
- » Q3. Do the outcomes demonstrate financial or social Value?
- » Q4. What would happen if the Council stopped spending on this?

# Policy Development & Scrutiny

## » Conventions

We have a convention within the constitution ( Part 4E Rule 13) that if members wish to object to a financial saving proposal and make a recommendation that would involve the Council Incurring additional expenditure ( or reducing income) It has a responsibility to:-

- a) *consider / advise on how the Council should fund that item from within its existing resources*
- b) *or the extent to which that should be seen as a priority for future years' budget considerations.*

# Performance Management Framework

**Steve Harman**  
**Strategic Performance Manager**

# Performance in a Nutshell



Bath and North East Somerset - *The place to live, work and visit*

**BAD...**



GOOD...



# Introduction

*A Performance Management Framework (PMF) brings together the **strategies, plans, policies and performance measures** that enable residents, Members, managers and other stakeholders to see how the Council **‘measures up’** in comparison to its own previous performance and in comparison to other councils.*

*It is designed to provide a **consistent approach to the way service performance and quality is managed, monitored, reviewed and reported at all levels in the organisation, i.e. corporate, departmental and service level.***

# National Picture

## Old World - Pre 2010

### Central Government control:

- National Performance Framework
- Comprehensive Performance Assessment
- Council wide and Service Inspections (Audit Commission, Ofsted, CQC)
- Value for Money Assessments
- 300+ National Performance Indicators
- National Benchmarking / League Tables

## New World - Post 2010

### National performance framework radically decentralised:

- national indicator set replaced
- centrally controlled target setting and reporting regime reduced
- a number of government-led initiatives and organisations abolished

**New approach based on the principles of reducing data burdens on councils; more accountability to residents and service users; greater transparency; and fewer national inspections**

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## **National Code of Transparency**

- Some of the items we now have to publish.....quarterly
  - Expenditure exceeding £500
  - Procurement card transactions
  - Procurement information (contracts and tenders)
- Some of the items we now have to publish.....annually
  - Local authority land and assets
  - Grants to voluntary and community sector
  - Council organisation chart
  - Parking account and spaces
  - Senior salaries
  - Constitution
  - Fraud

## **More Specifically...**

**Our framework's principle aim is to measure how successfully the Council is meeting its key priorities, as set out in the Corporate Strategy and Directorate Plans. It must be...**

- ...proportionate to the environment in which we operate;**
- ...responsive to the Government's revised principles of performance management;**
- ...sufficiently flexible to adapt to a) the structure and functions of how the Council operates, and b) relationships with our key partners;**
- ...focused on supporting the Council's aspirations to 'becoming excellent' and operating as 'One Council'; and**
- ...able to support effective, timely and informed decision-making.**

**Performance management encompasses everything the Council does and is everyone's job. Our framework applies to all.**

# Key Components

- **Key Performance Indicators** - most of the indicators we report are taken from:
  - **Single Data List** - data required by central government, comprising **143 high level data sets** (government returns)
  - **National Outcomes Frameworks:**
    - ➔ **Adult Social Care** - **24 indicators**, all councils are expected to comply
    - ➔ **Public Health** - **65 indicators**, all councils are expected to comply
    - ➔ **Children's Safeguarding** - **50 items** of data / questions to ask locally
- **Service Inspections** (Ofsted and CQC)
- **Service Planning** and **Service Delivery Programme**
- **VfM Assessments** (CIPFA)
- **Local Benchmarking**
- **National Code of Transparency**

# Corporate Reporting Arrangements

Established internal reporting mechanism considered **good practice** and a model for others to follow. Summary of the performance reports currently produced for senior management as part of the Council’s corporate performance reporting framework:

Report	Frequency	Brief Description
Performance Pack	Quarterly	Comprehensive pack of performance, financial, risk and organisational health information
Business Review Templates	Termly	Summary information and key points from the performance pack plus adhoc intelligence
Service Delivery Programme	May & November	Delivery vehicle for the Corporate Plan with the service commitments informed by Service Plans
Value for Money Assessment	October & January	Analysis of cost and performance data for frontline and corporate services
Annual Report	August	Summary of successes and achievements for the year together with areas of ‘more to do’
Adhoc	As and when throughout year	Analysis of national intelligence with comparative performance and benchmarking data

# Members and Performance

- **Subset of the corporate reporting framework** to prevent significant rework and to ensure alignment with the performance information provided to senior management
- **‘Less is more’** approach to ensure Members’ time can be used focused efficiently and effectively, i.e.:
  - **Focused and meaningful**
  - **Easy to read and quick to assimilate**
  - **Interesting, informative and engaging**

**Formal engagement with Members where a robust PMF exists is was one of the key improvement opportunities identified by the LGA Peer Review team.**

## Role of the Scrutiny Panel

- To review and challenge **Council wide performance issues**
- To review performance of any **corporate wide issues or initiatives**
- To review the performance specifically of the **Resources Directorate**

## Key questions you may want to ask...

- How do we celebrate success?
- How much? How fast?
- How do we change?
- What do service users and residents think?
- How do we compare with others?
- Are we delivering what we should?
- Is this really important?
- What is the priority?
- Why aren't we achieving our targets?
- What can we learn?
- How do we share good practice?
- **Etc, etc...**

**Any questions or feedback?**