

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

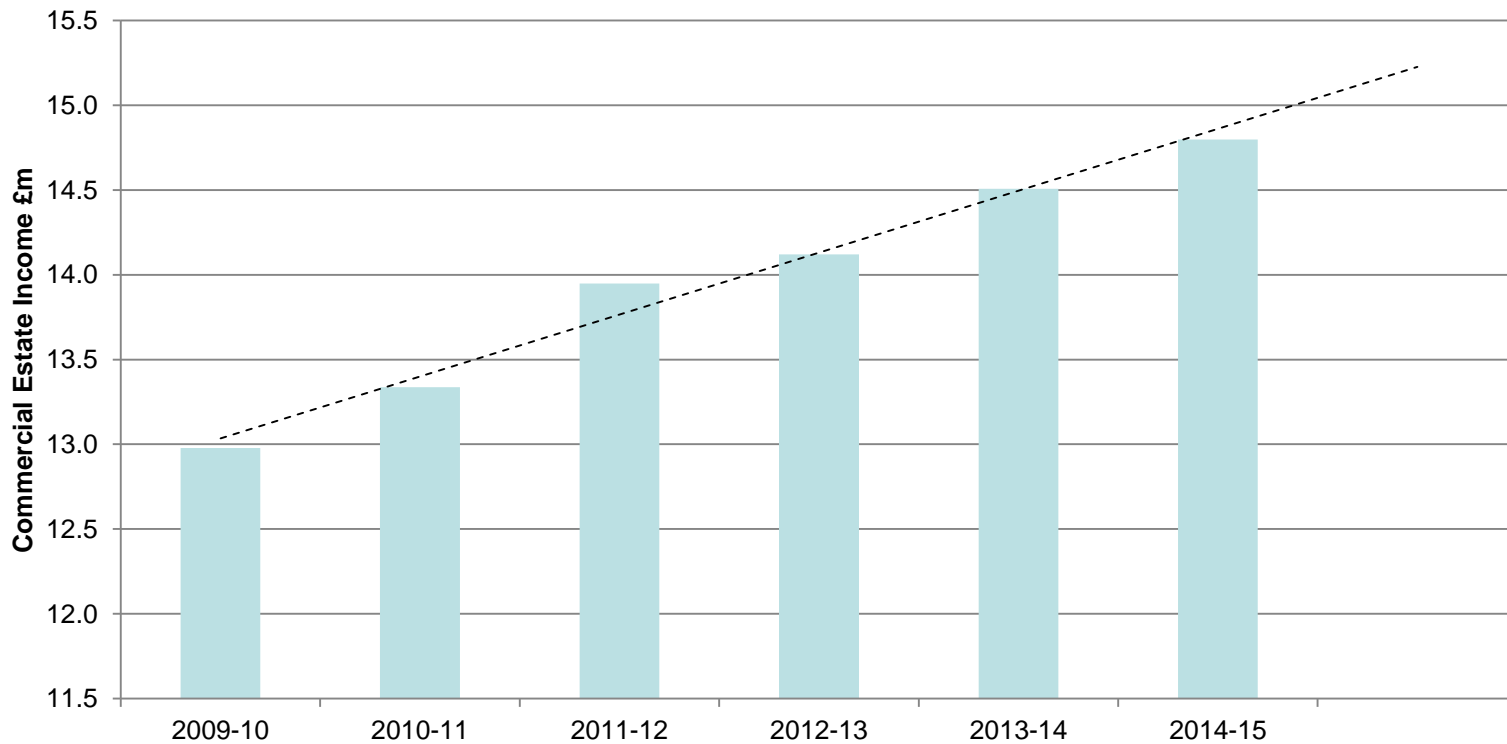
Derek Quilter,
Divisional Director
Property and Project
Delivery

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 Programme 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 6th 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

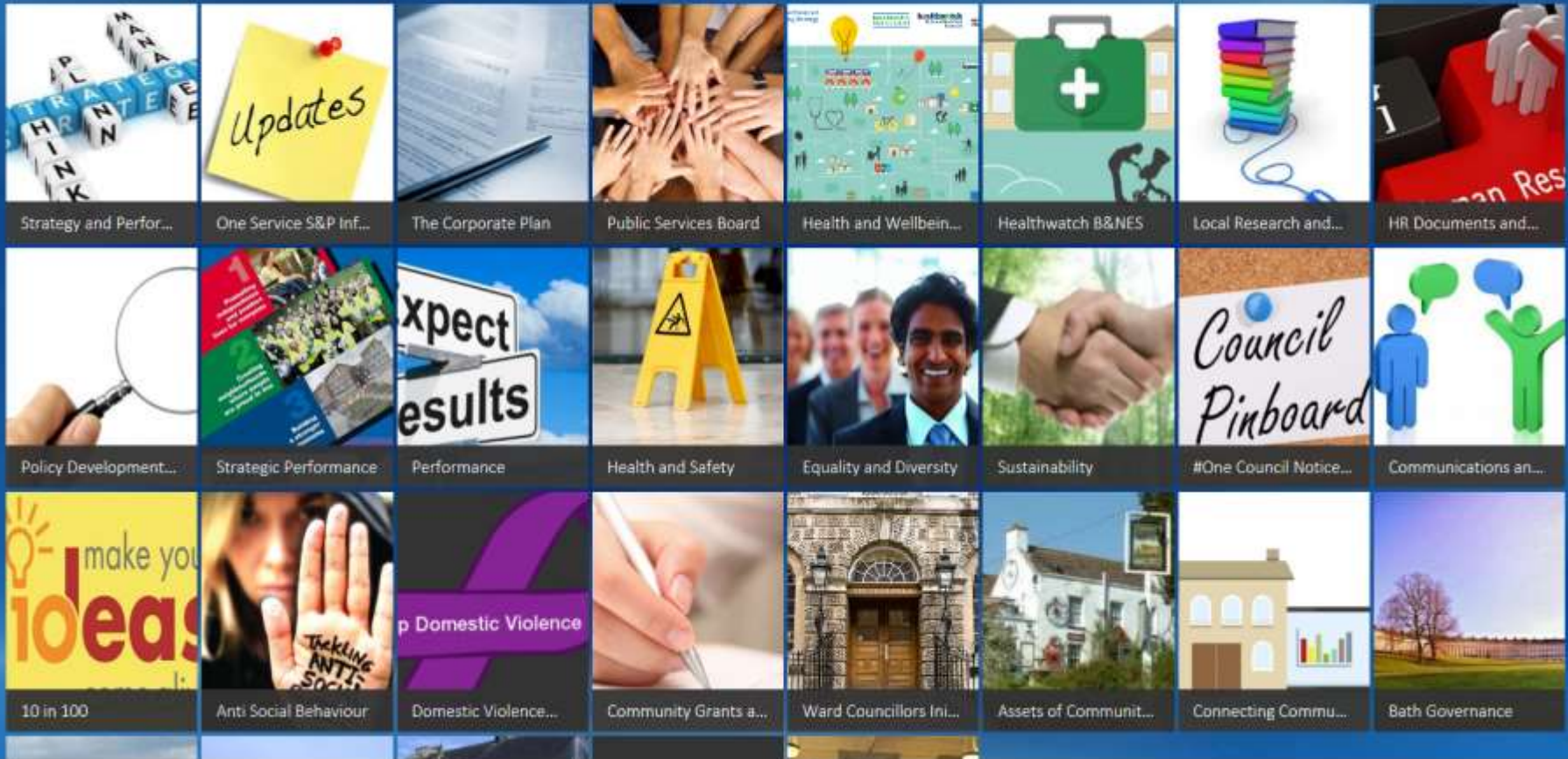
David Trethewey, Divisional Director Strategy and Performance

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



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

Bath & North East
Somerset Council

healthwatch
Bath and North East
Somerset

Bath
Clinic





The Big Questions. Fri, 10th 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...



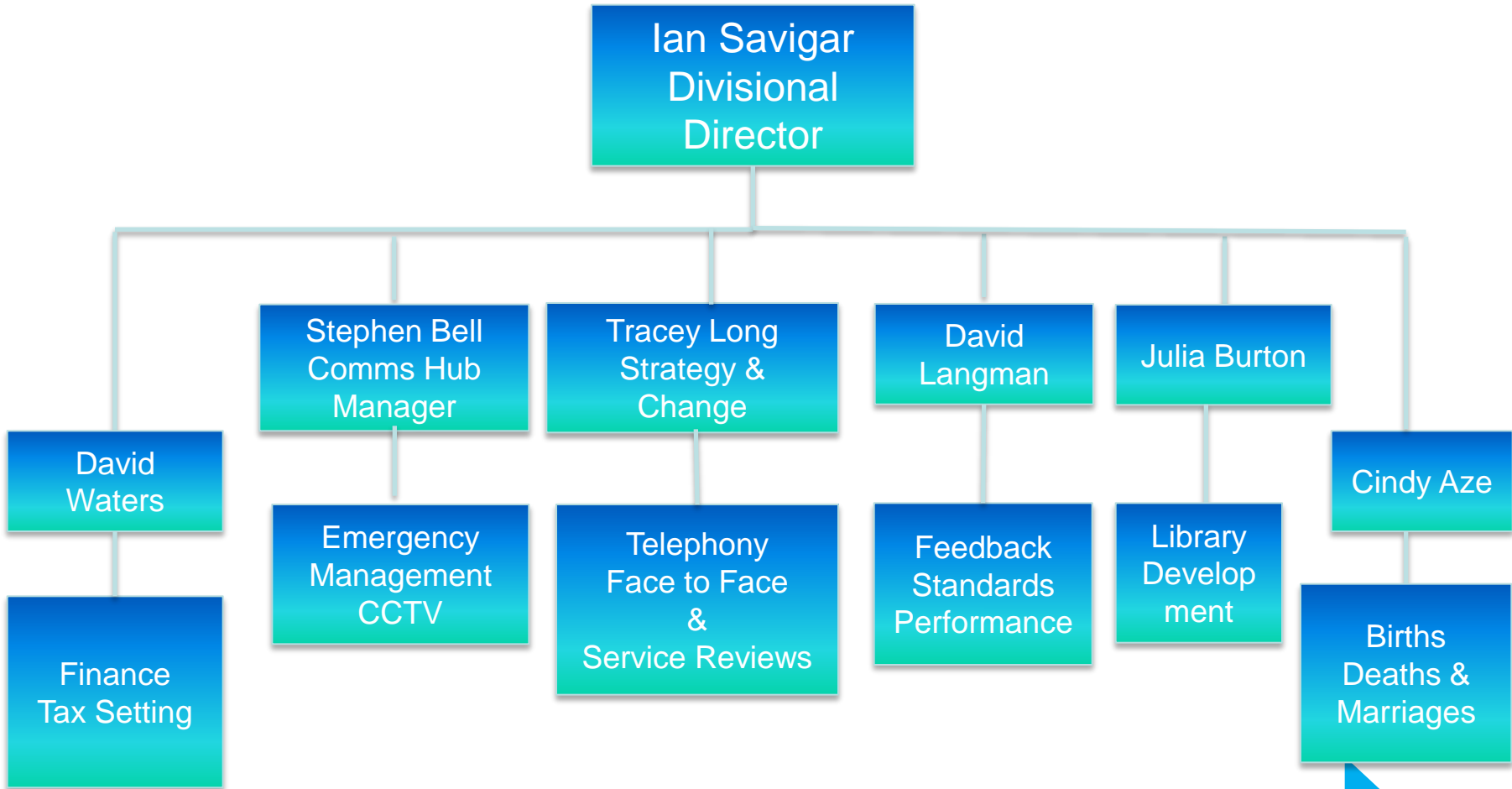
Customer Services – Distinct Operational and Strategic roles.

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

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.



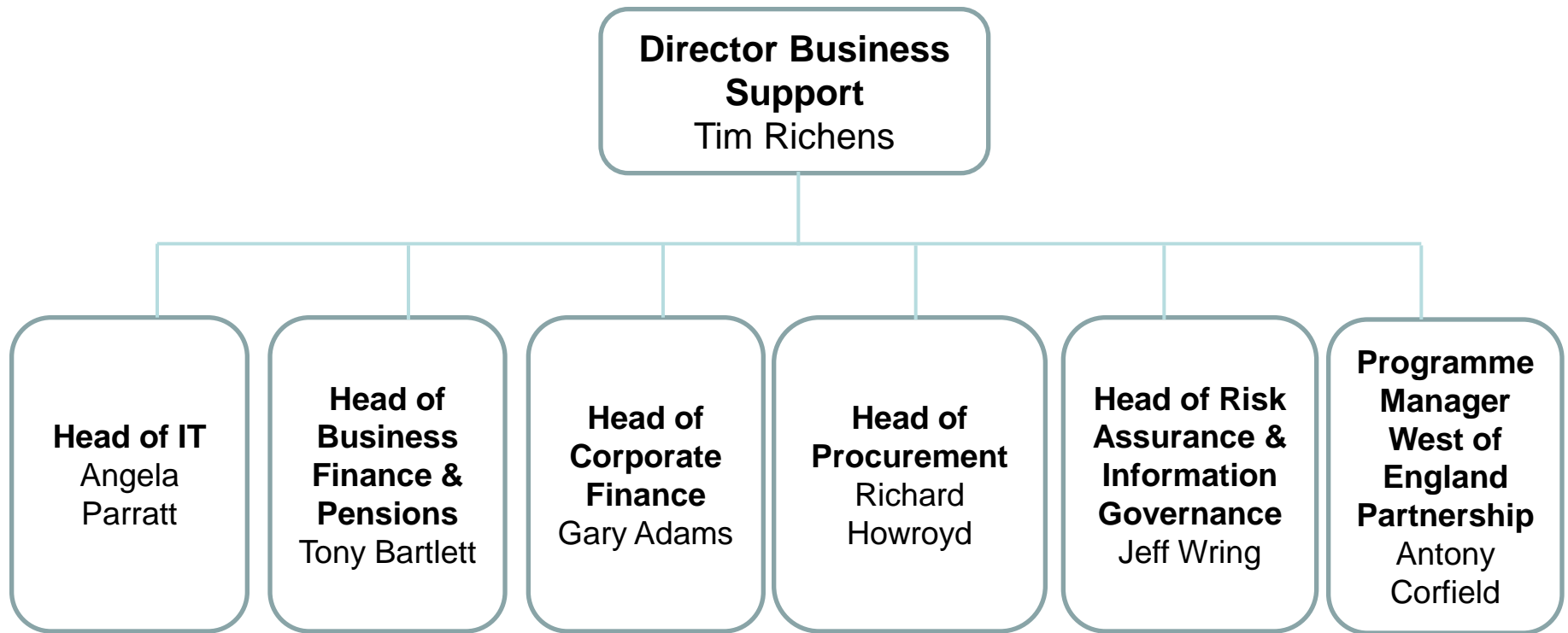
s151 Local Government Act 1972:

“....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.

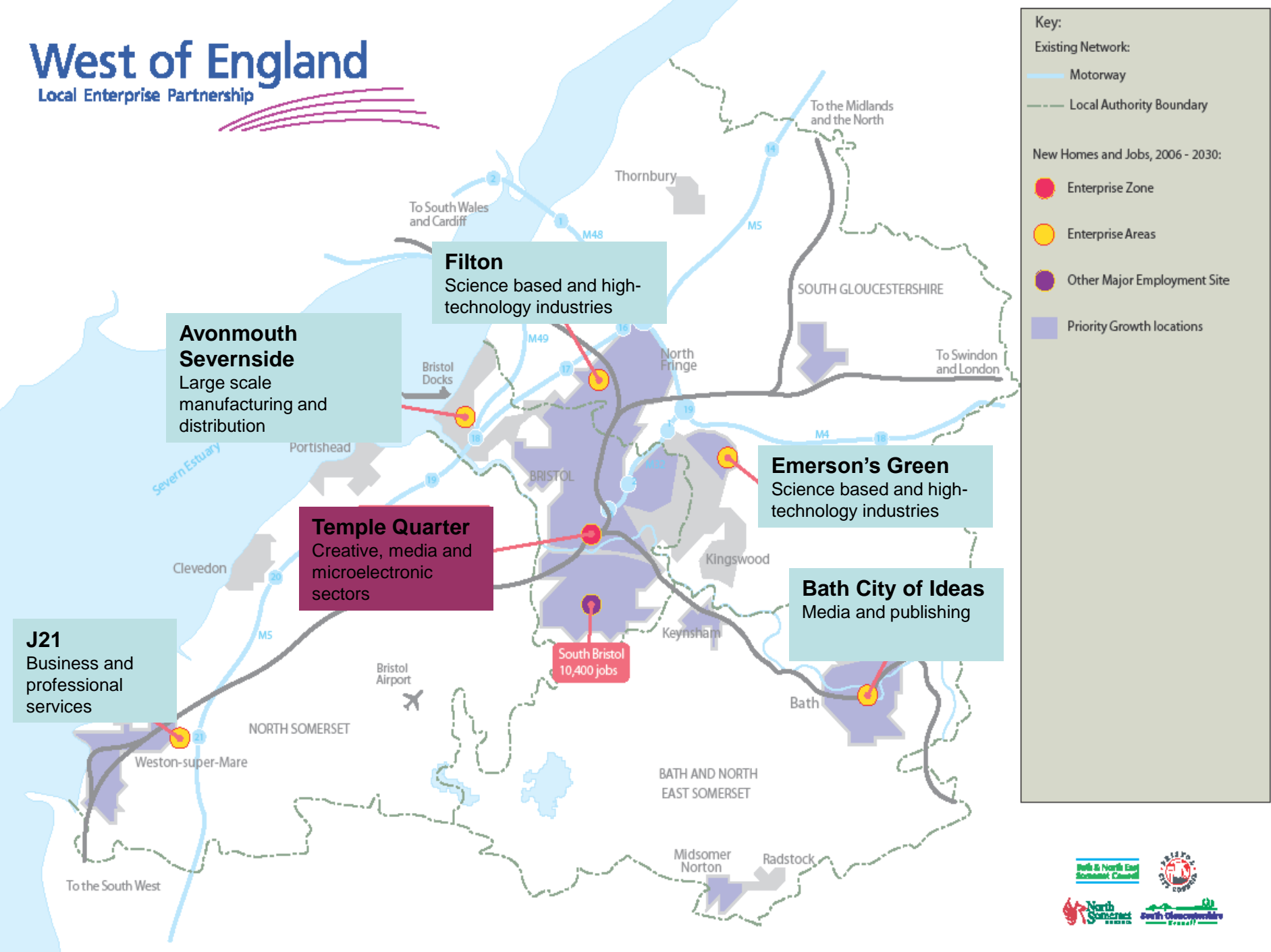


Active Member
Newsletter



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

WoE Accountable Body

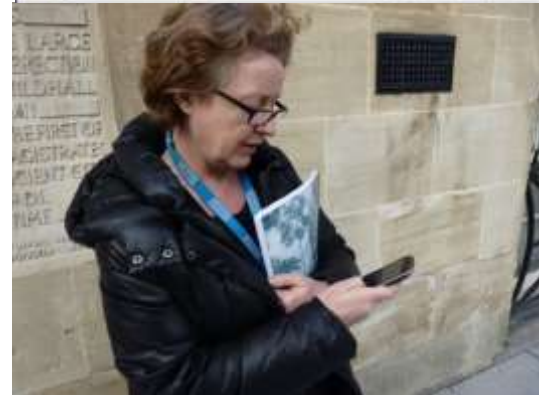
- B&NES Accountable Body
- Focus on Infrastructure & Job Creation
- Revolving Infrastructure Fund - £57M
- Regional Growth Fund 3 - £25M (300+ Grants direct to businesses across WoE)
- Economic Development Fund – 100% Business Rates Retention from City Region Deal - £500M (over 25 yrs)
- Local Growth 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

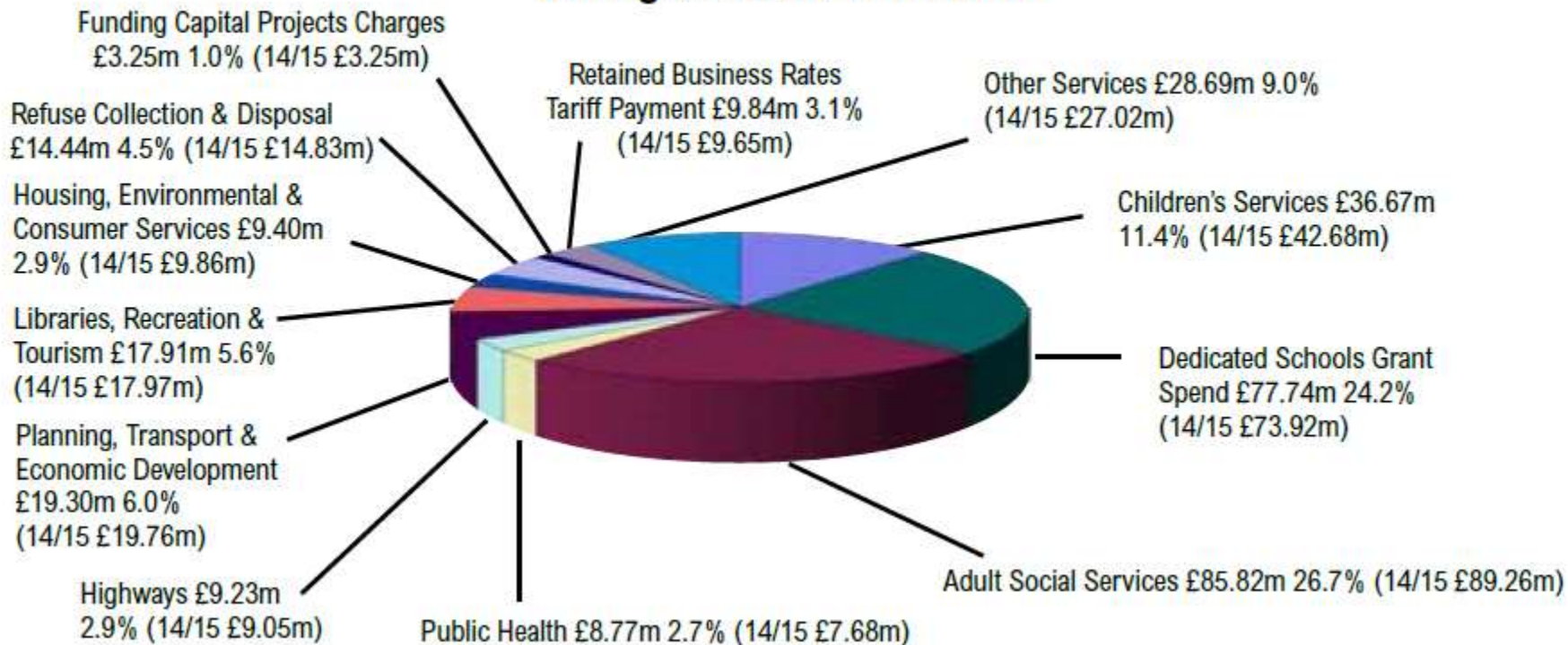
- » £30M Council savings or additional income last 3 years.
- » 50% of the total Council savings and income from Resources or Corporate.
- » New payroll system shared with North Somerset.
- » ICT returned in house in 2013 with new investment and major savings.
- » New audit partnership.
- » New approach 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

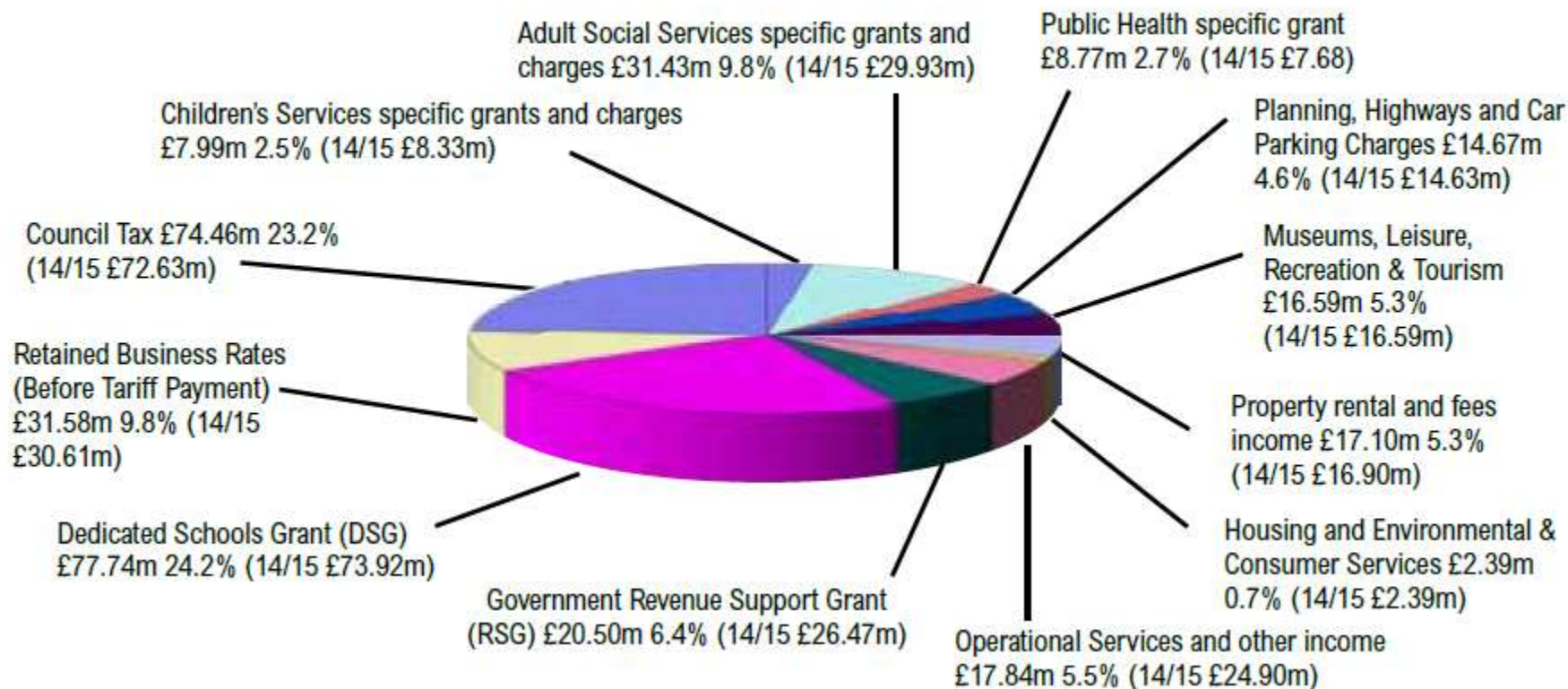
- » 2500 staff on payroll
- » Value of debt £120M offset by up to £100M of cash balances but cash varies.
- » 60,000 payments made worth £280M
- » Debtor Income - 35,000 invoices worth £36M with 99% collected
- » Banking - process £11M Transactions each year.
- » ICT 2000 desktop and mobile devices, 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-or donation 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.