

Resources & Support Services

Strategic Director – Andrew Pate

- Customer Services
- Finance
- Improvement & Performance (reports to CX)
- Legal & Democratic Services (reports to CX)
- Policy and Partnerships
- Property Services
- Risk & Assurance
- Transformation & Change Programme

Customer Services

Divisional Director – Ian Savigar

Council Connect

Providing the services customers need, at the appropriate place and time, making them easy to access and understand:

- 3 front facing offices in Bath, Keynsham & Midsomer Norton
- Contact centre for telephone, text & online enquiries
- Web based services including epayments and reporting facilities
- Visiting Team conducting home visits for more vulnerable residents
- Shopmobility Bath for mobility services in and around the city

Revenues and Benefits

Delivering a right first time, customer focused, quality service, which minimises loss and maximises revenue collection:

- Revenue collection for Council Tax, Business Rates (NNDR) and administration for the new Bath BID (Business Improvement District)
- Housing and Council Tax Benefit administration and payment
- Recovery action and Fraud Investigation

Customer Services

Key facts...

Our annual statistics for 2010/11:

Council Connect

- **400,805** phone calls
- **147,377** face to face visits
- **95,000** epayments (from as far away as outback Australia!)
Totalling almost **£8m**
- **20,000** online forms and emails

Revenues & Benefits

- **£77.62m** (collected in Council Tax)
- **£36.29m** (received in redistributed non-domestic rates)
- **£40m** paid in Benefits
- **£227k** in benefit fraud detected

**Bath & North East
Somerset Council**



Finance

Divisional Director & Council's S151 Officer – Tim Richens

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**

Finance



Key facts...

- 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 **£90m** 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

Improvement & Performance

Divisional Director – Dave Thompson

Purpose: to manage the Council's reputation, develop organisational capacity and drive a comprehensive performance management regime.

Performance

- Developing and driving a comprehensive performance management regime to embed a culture of continuous improvement
- Ensuring that the Council and its partners use information and intelligence effectively to plan services
- Providing an independent challenge on council performance for the leadership team

Communications and Marketing

- Protecting and enhancing the Council's reputation
- Transforming the website and developing social media to support community engagement
- Managing internal communications including the Change Programme

Human Resources

Developing organisational capacity with a workforce that:

- Is empowered & motivated, ready and equipped for change
- Is healthy, working safely and flexibly
- Has a customer focused culture
- Has competent managers with the skills and abilities to manage change and deliver results

Improvement & Performance

Key facts...

Communications and Marketing

- Annually we produce over **400** press releases, deal with **1200** enquiries resulting in over **2000** stories in the media
- Over **1.2 million** visits per year to the Council website including visitors from as far afield as Antarctica
- In the last 12 months staff have visited our Change web pages over **42,000 times**

Performance

- **5th lowest** spend per head of population of Unitary Authorities
- **40%** of performance indicators in top quartile
- **89%** resident satisfaction with the area as a place to live

Human Resources

- The Council's workforce comprises: **6,500 staff** (50% schools)
- All staff have access to a blended programme of over **300 training and development** activities aimed at building capacity and supporting change
- Approximately **100,000 payroll** transactions per year

**Bath & North East
Somerset Council**



Legal & Democratic Services

Divisional Director – Vernon Hitchman

- **Legal Services** and support to members and officers
- Support for the **Democratic process** inc. meeting management & members' support
- Registration of **Births, Deaths and Marriages** & undertaking civil marriages and other ceremonies
- **Electoral Services**
- Supporting member led **Overview & Scrutiny** of the Council's performance and decision-making

Some key facts...

- Registration service benchmarked as **1 of the top performing** in the South West with year on year increases in income receipts
- Joint working with neighbouring unitary authorities on legal support is **delivering savings** on internal and external spend
- **211** decision making meetings supported in 2010/11 - **an increase of 15%** on 2009/10 at no additional cost
- Overview & Scrutiny supporting **increased public involvement** in reviews of Council services

Policy and Partnerships

Divisional Director – David Trethewey

Linking the needs of communities in the area, and improving outcomes through partnership working:

- **Community Safety** - is more than just about reducing crime and disorder. It's about tackling the fear of crime and maintaining and improving the quality of life in our local communities.
- **Stronger Communities** – developing local partnerships and local solutions, volunteering and relationships with the voluntary sector.
- **Equality Team** - providing advice, guidance and training to ensure that the Council's services are appropriate to the needs of the whole community.
- **Environmental Sustainability & Climate Change** - to lead Bath and North East Somerset to an environmentally sustainable, low carbon and climate resilient future.
- **Funding and Programmes** – including access to local, national & EU funding tools and information for community groups, social enterprise and businesses.
- **Research & Intelligence** – increasing the number of decisions made across the authority on the basis of good quality evidence.
- **Strategy (Local Strategic Partnership)** – to produce a Sustainable Community Strategy (SCS) and Corporate Plan and develop strategic partnerships to develop and deliver them.

Policy and Partnerships

Key facts...

- **30%** reduction target agreed in 2009 for the Council's energy use & carbon emissions by 2014 (Estimated savings of between £5.7 and £8.3m)
- **45%** cut in area-wide carbon emissions by 2026. (2009 SCS commitment to work towards this through community leadership)
- **1st** Race Equality Scheme and Action Plan implemented in 2002 (reviewed in 2005) Disability Equality Scheme developed in Dec 2006 & Gender Equality Scheme in Apr 2007
- **3** support networks for Black and Minority Ethnic staff, Disabled staff and Lesbian, Gay, Bisexual and Transgender staff
- **88** CCTV cameras in operation
- **£2000** allocated for each ward councillor to invest in local projects during 2011-2012
- **3,500** people helped to get home safely each week by the Taxi Marshall Scheme at Orange Grove

**Bath & North East
Somerset Council**



Property Services

Divisional Director – Tom McBain

Cost effective and efficient property, facilities & trading services

Property includes the Commercial Estate, offices & operational facilities

640 – the number of staff employed within the service, including:

- Estates
- Building Consultancy
- Business Services
- Catering
- Cleaning
- Print
- Engineering Services

**Bath & North East
Somerset Council**

2 Portfolios (Operational & Revenue) including 1200 property assets:

400 revenue properties, including the Commercial Estate.

800 operational properties, comprising:

- 67 Primary, 9 Secondary & 3 Special Schools
- 8 Libraries
- 31 Social Services & Housing related premises
- 91 Depots
- 1 Crematoria
- 9 Corporate Offices
- Plus open spaces and other miscellaneous land & buildings

Property Services

Key facts...

- **£476 million** - the value of the property assets as at 1 April 2010
- **18%** - the amount by which Commercial Estate income reduces Council Tax contributions (Band D)
- **3%** - level of void commercial properties during recent recession, one of best if not best in England
- **440** primary school meals provided each school day
- **£4.5 million** - the revenue repairs & maintenance programme over the last 5 years
- **1249** - Earliest recorded acquisition – property in South Street purchased for 3 marks and 4 shillings (£2.20 today) by the Mayor of Bath
- **17th** Century lease provisions included “...that every person that hath a thatched house shall not mend his house with thatch but shall repair it with tyle or slate.”

**Bath & North East
Somerset Council**



Risk & Assurance Service

Divisional Director – Jeff Wring

- Procurement
- Information Governance
- Internal Audit & Risk Management
- Business Continuity
- Emergency Planning

Some key facts...

- **£500m** of spend for review and improved control in a new shared procurement approach with Bristol City Council
- **3** new Records Centres can hold up to 10m pieces of paper with next day retrieval (or better)!
- **13,000** suppliers use our free online contracts portal
- **£325k** of investment in flood defence equipment for domestic properties (Chew Valley)
- **100** Audit & Risk Reviews conducted each year

**Bath & North East
Somerset Council**



Transformation & Change Programme

Head of Transformation – Angela Parratt

Service Objectives

- Programme manage and enable delivery of the change programme
- Secure greater take-up of Lean Reviews in services
- Manage the Mouchel ICT Partnership
- Ensure the right ICT investment decisions are made to meet future organisational needs

Lean Reviews

- **Children's Services** are a Professor Eileen **Munro** journey authority (national review of Children's social care)
- **Peoples Services** delivering **£200k** savings over 4 years
- **Concessionary Travel** delivering min. **£120k** savings over 4 years & passes now issued same day (used to take 10 days)
- Over **£600k** savings identified in **Adults Services**
- **Housing Benefits** - decisions can be made in **3** days (used to take over 30 days & saving **£200k**)

- Target of **£8m** annual recurring **savings** from change programme to protect front line services

**Bath & North East
Somerset Council**

change programme



Transformation & Change Programme

Key facts...

Information Technology

- **£8 million spend...**
- Supporting **2084** computers
- over **90 sites** on our network
- **196 servers**
- **1166** mobile phones
- Disaster Recovery ICT solution recovers key systems after 24 hours
- High level of performance with minimal systems downtime
- Responsive Help Desk
- New members ICT
- Delivered in partnership with Mouchel

- **£1.5m** saved over 4 years on what we should have spent on IT
- Plus **4%** saved annually on Mouchel contract price



Changes & achievements

Top highlights for Resource & Support Services...

Customer Service Excellence standard – we've successfully achieved accreditation for each of our customer-facing services over the last four years.

Customer Services:

- **3 major service areas** integrated into the Guildhall Council Connect Office since June 2010 following office rationalisation (Planning, Social & Housing Services & HMRC)
- **10 days to 0** - free bus passes now issued to most qualifying customers 'on the spot' at all Council Connect Offices - helping services save up to **£40,000** each year
- **98.96%** collection rate for Council Tax in 2010/11. One of the highest in the country with **74%** of residents paying by DD
- **£32,000** and an estimated **71 days of staff time** saved on average every year since payments were introduced in 2008
- A review of how we deliver Housing Benefit and Council Tax services has resulted in a dramatic reduction in processing times for a host of services, from changing address to applying for help with paying rent and Council Tax. These changes have also generated **savings in excess of £200,000**.

**Bath & North East
Somerset Council**



Recent changes and top achievements from around the directorate.

Top highlights continued...

Improvement and Performance:

I&P have completed a remodelling process to meet challenging savings targets; reshaping services that the future Council model needs & positively responds to:

- The end of the CAA regime and revised performance management arrangements
- New technology with the introduction of an open-source web platform
- Greater emphasis on community engagement, localism and transparency.

Risk & Assurance Service:

- **50%** reduction in physical storage on track through office rationalisation
- **4,000** FOI and DPA requests dealt with increasing transparency (80% increase in demand in last 3 years)
- **£1m** saved through corporate procurement initiatives in last 12 months
- **25%** saving (£100K) through new partnership proposal for Audit

Property Services:

- The commercial estate has been described as “... one of the finest estates outside central London, in single ownership, in the United Kingdom”
- **£15.6m**, the current annual rental income to the Council from leasing all property.
- **£12.2m** of this income comes from the commercial estate
- **£98m** in capital receipts raised since 2000

Top highlights continued...

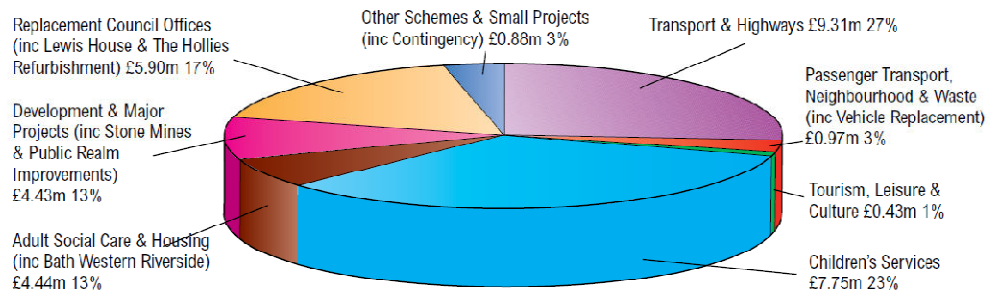
Policy & Partnerships:

- The Council has reached the '**achieving level**' of the Equality Framework for Local Government and been accredited as "Positive About Disabled People" in recognition of our good practice
- **1 of only 5** places in the country to be awarded a new gold standard seal of approval for tackling late-night crime and providing good entertainment
- **£1.3m** of reward money being claimed by the LSP (now the LAA has concluded) to continue to fulfilling shared objectives
- **£1m** of offences broken up by a pioneering multi-agency 'tough love campaign'. (The Police have put the dramatic fall of 50% in burglary and theft down to this one gang of 5 men no longer offending in the Southdown and Twerton area.)
- **3164** incidents logged by the CCTV Control Room in 2010, resulting in 463 arrests
- **£240,613** invested and over 160 local projects supported since 2008 through the Ward Councillors Initiative Programme
- **£411,811** of funding achieved since 2003 in a recent evaluation of the Open 4 Community online information portals

Challenges coming up...

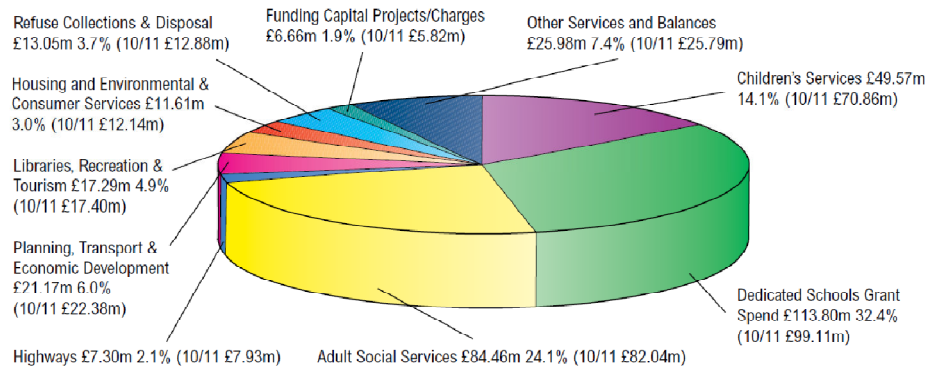
Finances for the whole authority

Capital Budget 2011-12 Total Approved Spend £34.1m

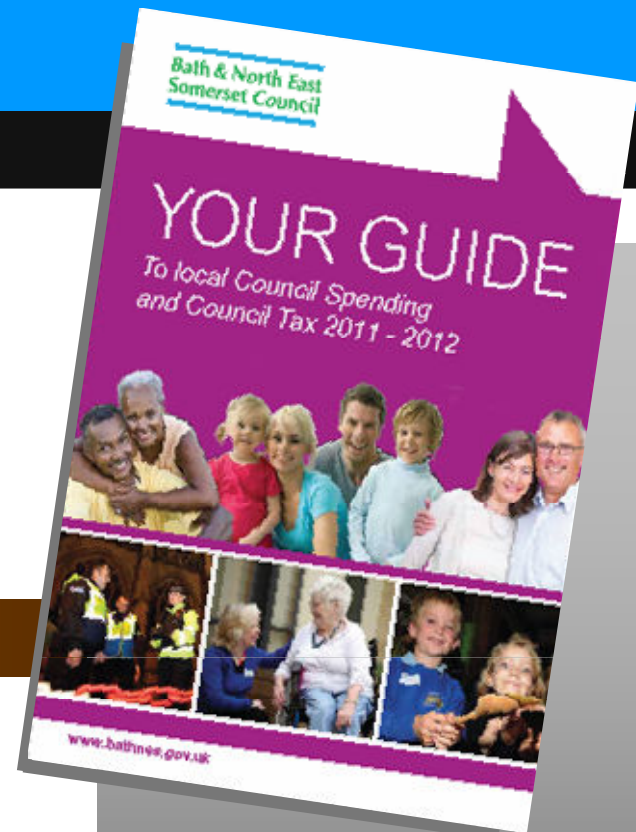


Revenue Budget 2011 - 12

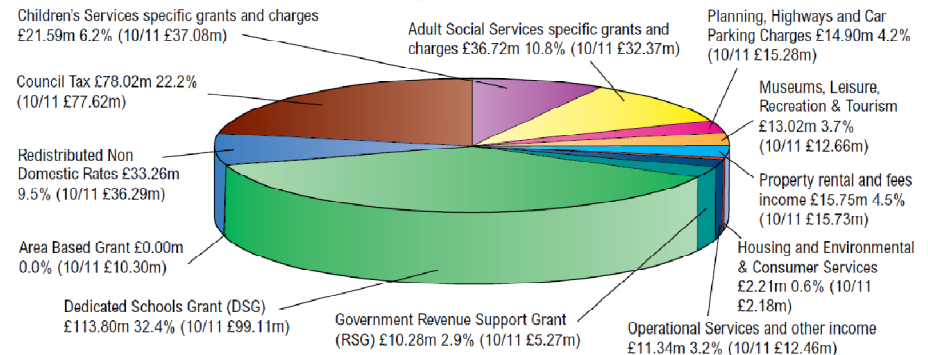
Where the Council spends money 2011/12 - £351m - gross spend before taking account of income



Bath & North East Somerset Council



Where the money comes from to pay for all the services 2011/12 - £351m



Challenges coming up...

Finances for the whole authority

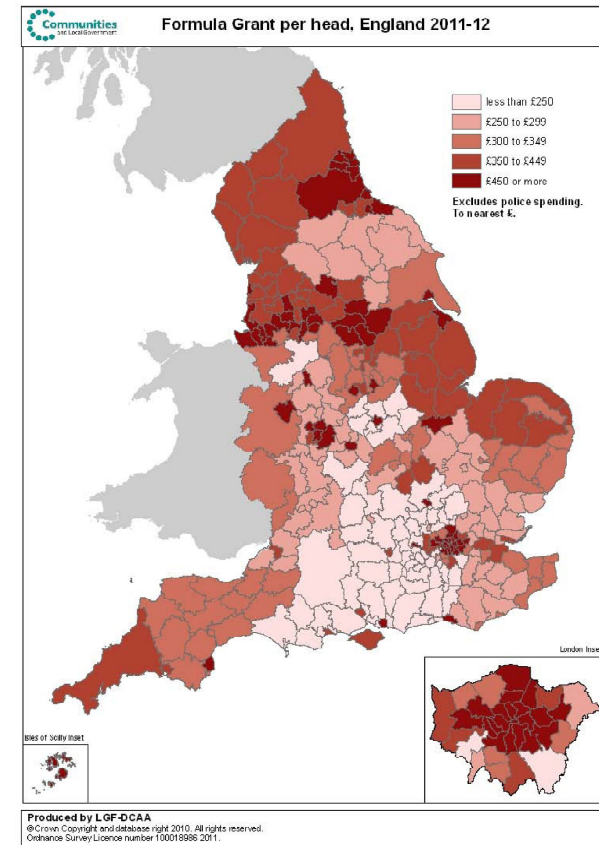
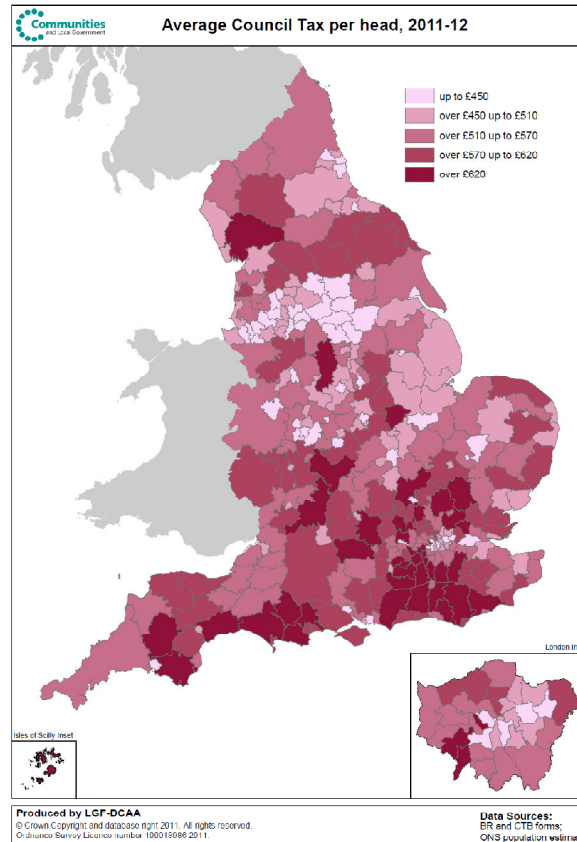
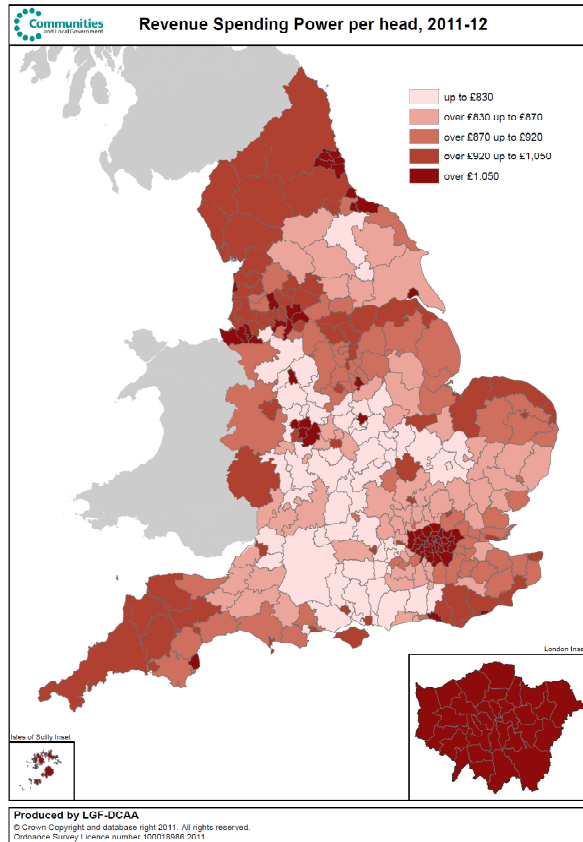
Bath & North East Council is...

- the 5th lowest spend Unitary Authority (UA) and
- receives the 11th lowest level of grant funding per head of its population.

	English Average	UA Average	B&NES
Revenue Spend	£1,017	£967.66	£799.29
Council Tax Revenue	£511	£498.41	£525
Grant Funding	£409	£394.53	£238.98

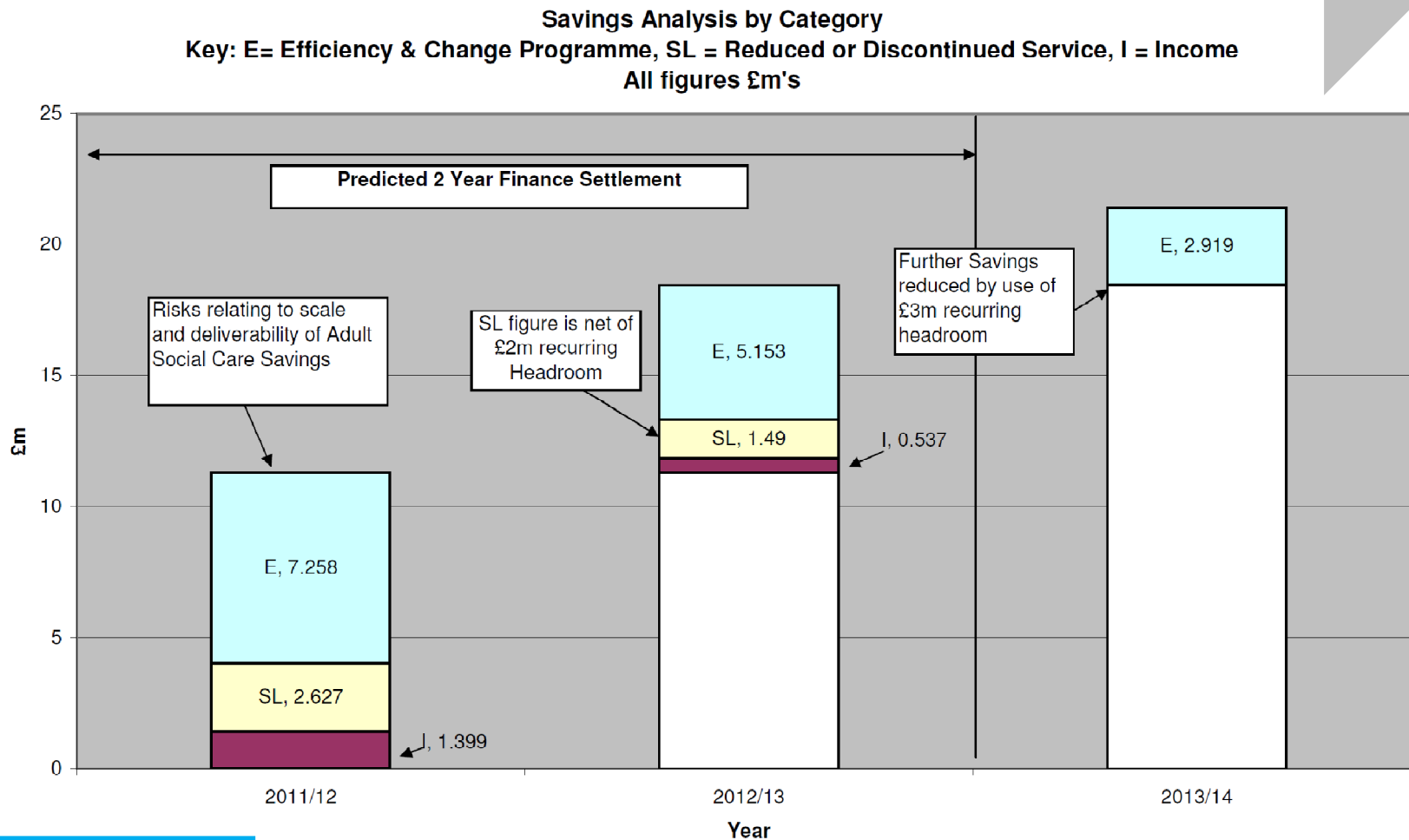
Challenges coming up...

Finances for the whole authority



Challenges coming up...

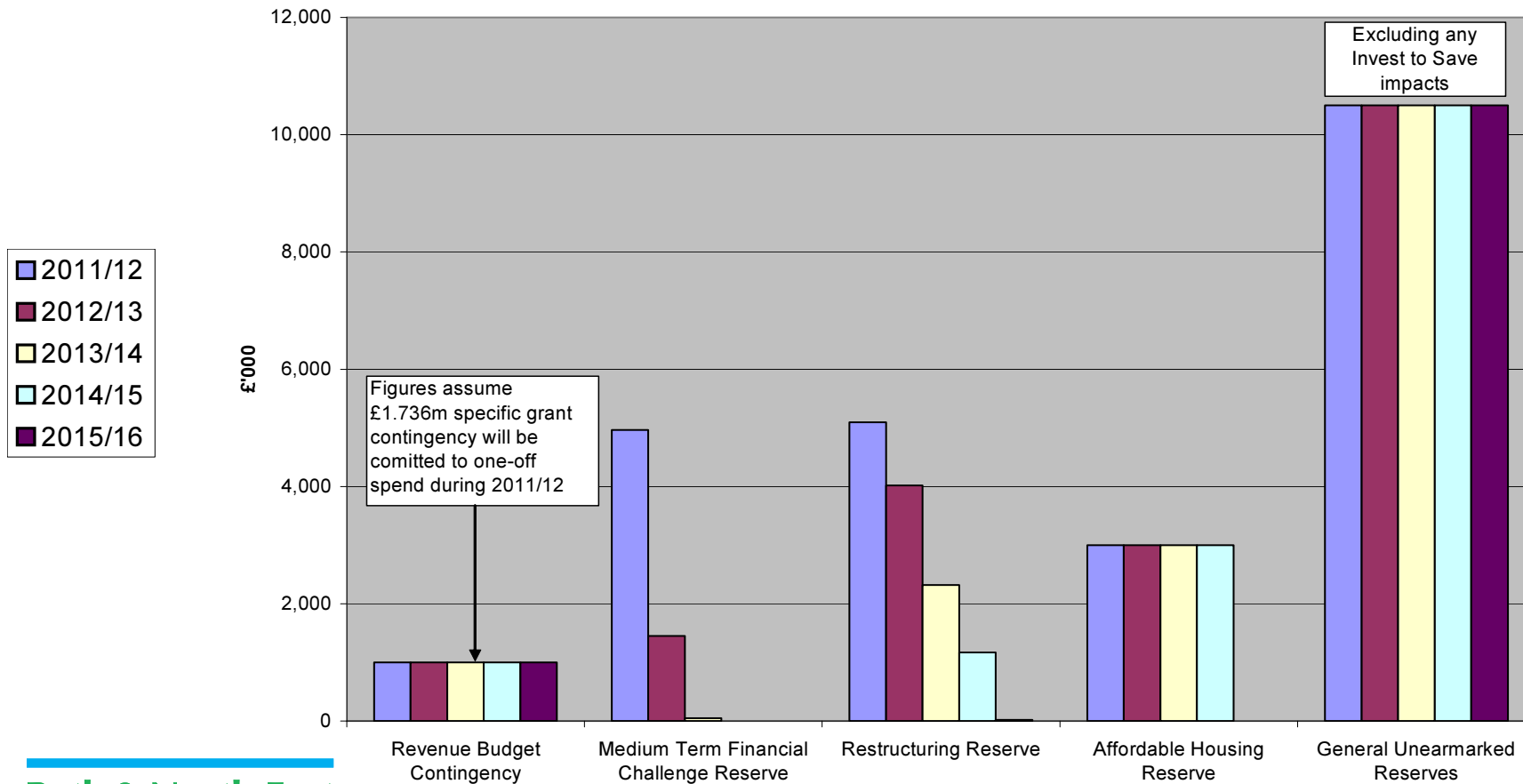
Finances for the whole authority



Challenges coming up...

Finances for the whole authority

Projected Corporate Reserves – 2011/12 to 2015/16 (figures shown at 1st April for each year)



Challenges coming up...

The future Council



Challenges coming up...

The Change Programme

We need to be ready to meet the challenges ahead by doing things differently...

The programme has been extended to:

- Create an organisation (Core Council) that understands local needs and **commissions** the right service from the right provider
- Reshape **Customer Services** to be the public face of the Council, integrating more public services together
- Bring together Support Services to deliver more effective and efficient services
- Make better use of the Council's **property assets** to generate £100m to be used to help generate economic prosperity in the future
- Meet the **Government's requirements** for Children's Services, Academies, Health and Social Care
- Make further **efficiency savings of £8m** on top of other saving from the re-prioritisation of services which by 2014 will contribute to ongoing savings of £30m.

Bath & North East Somerset Council



Our Change Programme is helping us to re-shape into the organisation for the future.

change programme 

Challenges coming up...

The Change Programme

1 Meeting the financial challenge

- We will have to prioritise what services we continue to deliver and provide the public with excellent value for money.
- We will be sharing more of our support services between organisations, using our office space more efficiently and getting smarter about how we 'procure' goods and services.

2 Meeting individual customer needs

- We are changing to ensure that the services we deliver are totally focussed on what our community needs.
- We will be looking at how we provide our services so that our customers get the right services in the best possible way.

3 Joining up public services

- By re-shaping, we can also provide customers with a seamless range of integrated services, not just from the Council, but also NHS B&NES and other local agencies.
- We can become more efficient by integrating some public services.
- It makes sense to simplify, standardise and share the way we do things across public services.



Challenges coming up...

The Change Programme

Resources & Support Services role comprises the following work streams:

- Customer Services
- Workplaces
- Strategic Commissioning
- Property Asset Delivery Vehicle
- Support Services & ICT
- Procurement
- Income Optimisation
- Support for Lean reviews
- Programme management