

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – 30th^t September 2010

Title of report	QUARTER 1 PERFORMANCE MANAGEMENT REPORT – CORPORATE DIRECTORATE & SERVICE TRANSFORMATION
Contacts	<p>Councillor Annette Bridges 01530 564645 Annette.Bridges@nwleicestershire.gov.uk</p> <p>Councillor N Rushton 01530 412059 Nicholas.Rushton@nwleicestershire.gov.uk</p> <p>Chief Executive 01530 454545 christine.fisher@nwleicestershire.gov.uk</p> <p>Head of Service Transformation 01530 454579 louise.bennett@nwleicestershire.gov.uk</p>
Purpose of report	<p>This is the performance report for the first quarter (April-June) 2010/2011. The report provides members of the Corporate Scrutiny Committee with information on the performance and progress made against the Council Delivery Plan objectives, targets and National Indicators (NIs), plus specific actions from Service SMART Plan's.</p>
Strategic aims	<p>The report addresses performance against one of the Council's Strategic Aims of :</p> <ul style="list-style-type: none"> • Organisational Development
Implications:	
Financial/Staff	<p>The report contains summary performance data on financial management and staff management</p>
Link to relevant CAT	<p>The report links to the work of:</p> <ul style="list-style-type: none"> • Stronger CAT • Risk and Business Continuity Group • Corporate Procurement Group
Risk Management	<p>Risk management is applicable to all areas of the Council's</p>

	statutory duties and service provision, and forms an important element of good governance.
Equalities Impact Assessment	N/A
Human Rights	No direct implications
Transformational Government	No direct implications
Consultees	Corporate Leadership Team
Background papers	(1) Council Delivery Plan 2010-2014 (2) Annual Performance Plan 2010-2011 (3) SMART Plans –2009-2012 (4) Change Control Documents <i>- Copies of each are held by the Service Transformation Unit</i>
Recommendations	IT IS RECOMMENDED THAT THE CORPORATE SCRUTINY COMMITTEE RECEIVES AND COMMENTS ON THE QUARTER 1 PERFORMANCE REPORT

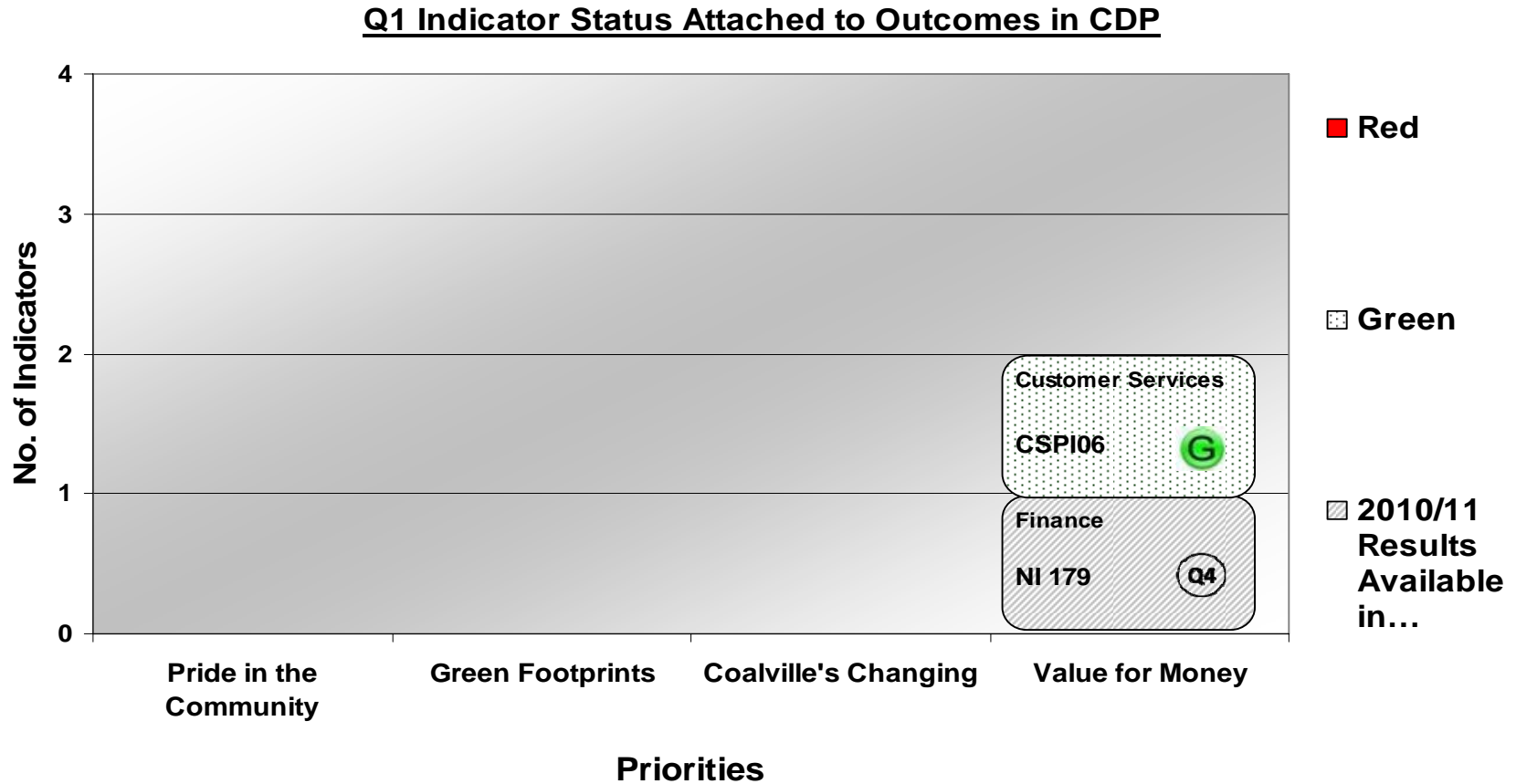
1. Performance Summary

1.1 Corporate & Service Transformation Performance Summary

- 1.1.1 The performance within Service Transformation has been good with positive outcomes being achieved for the organisation, highlights being:
- The completion of the risk management performance framework
 - The development of a shared Equalities service
 - The continued facilitation of the shared Revenues and Benefits Services
- 1.1.2 Procurement have made realised the following savings in the first quarter:
- The cash collection contract is being awarded to commence on the 2nd August, savings for NW have been identified as £6,000 per annum; across the Leicestershire District savings were made of £69,000 per annum.
 - Printing and Distribution collaborative tenders with Leicester City will deliver savings to NWLDC of around £23,000.
- 1.1.3 The performance team have successfully loaded all 2010/11 planning information from both the Council and its LSP partnership groups on the system. Initial investigations are now taking place on the communication of performance messages.
- 1.1.4 Equalities are continuing with the work that is necessary for us to be accredited against the framework and the Council's initial peer review is scheduled for later in the calendar year.
- 1.1.5 Customer Services are continuing to support the development of the new website with the implementation of transactional services; in addition they have exceeded their target for responding to customer complaints by 2%.
- 1.1.6 Revenue & Benefits are continuing to perform and at the end of Q1 were up 1.4% on the Council Tax Collection Target.
- 1.1.7 The Legal team have performed against all their targets and have made considerable progress in the development of the shared service with Charnwood.
- 1.1.8 Overall the performance of the Corporate and Service Transformation team has been positive with real savings achieved already through procurement. The progress against further savings is good and the targets set are likely to be achieved or exceeded. Further work needs to be carried out with the Environment team in order to remove the unknown element of the programme plan, this work is currently taking place and it is anticipated that this will move the indicator showing Amber to Green for Quarter 2. And Corporately there has been progress in key areas, specifically in shared service developments and the completion of the Statement of Accounts.

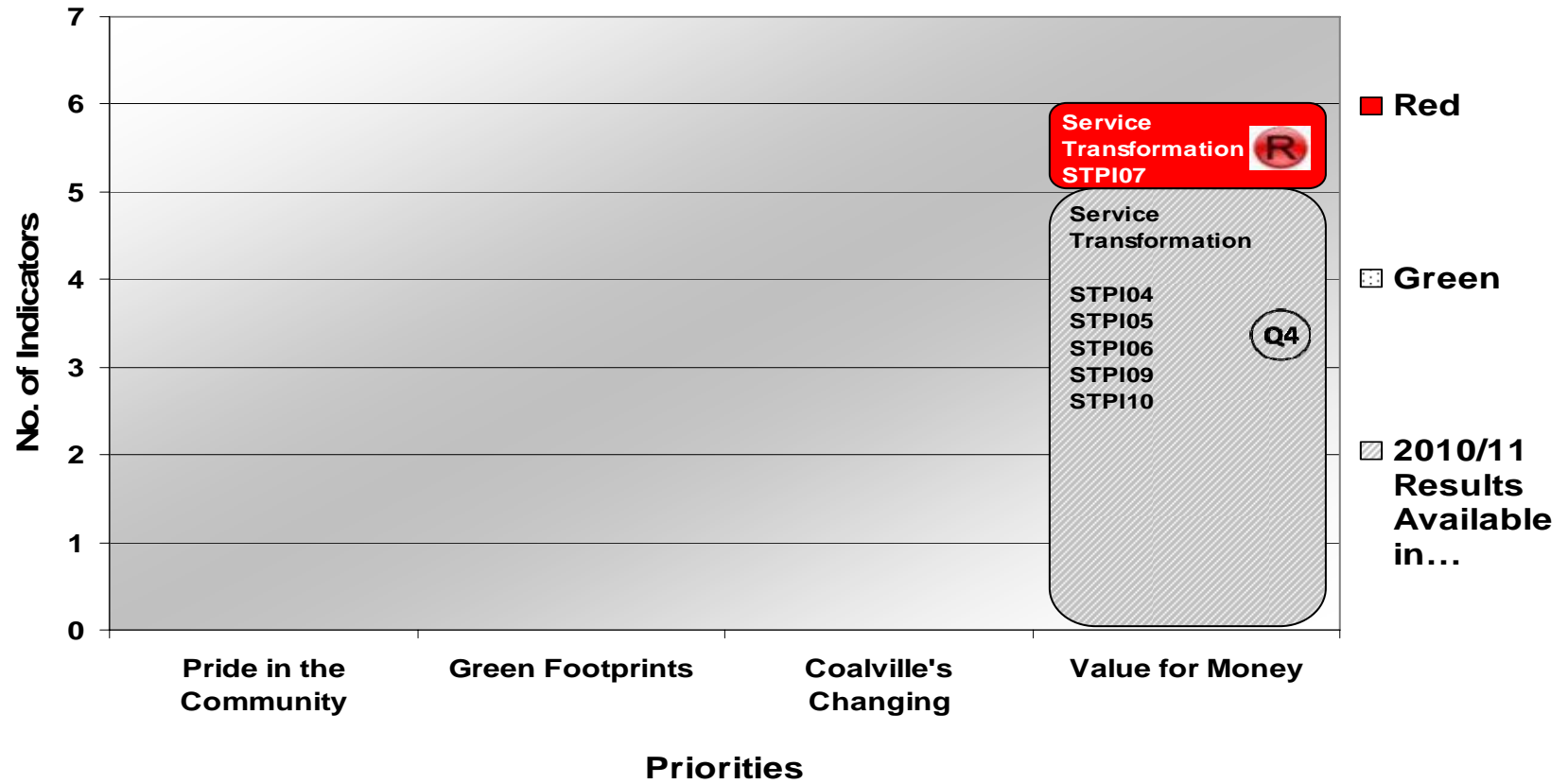
2. Performance Against Council Delivery Plan

2.1.1 The following chart shows the Q1 status of indicator measures attached to outcomes for each service within the Directorate, which are contained within the Council Delivery Plan 2010 - 2014.



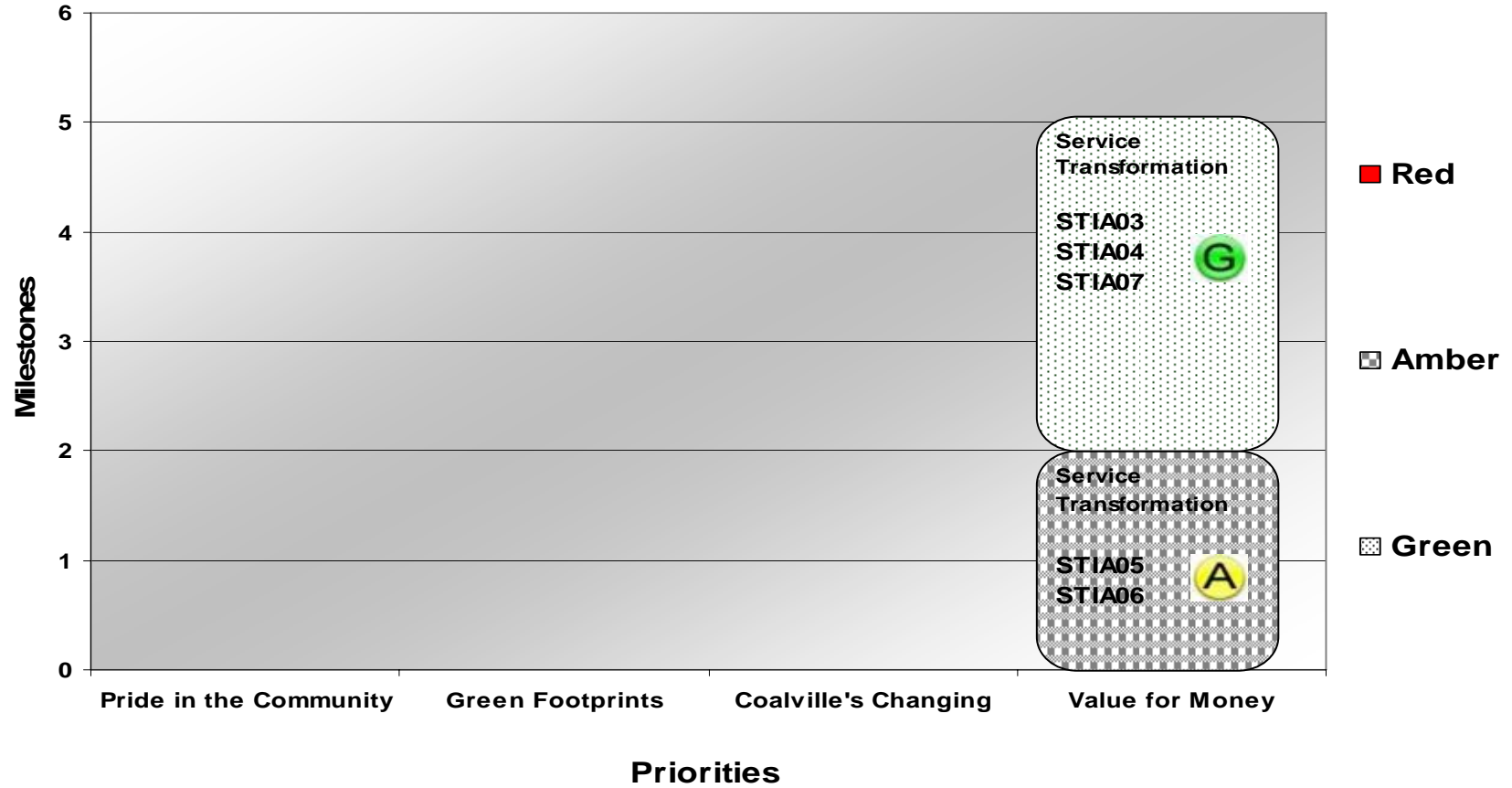
2.1.2 The following chart shows the Q1 status of indicator measures attached to actions that are contained within the Council Delivery Plan 2010 – 2014, for the Service Transformation.

Q1 Indicator Status Attached to Actions in CDP



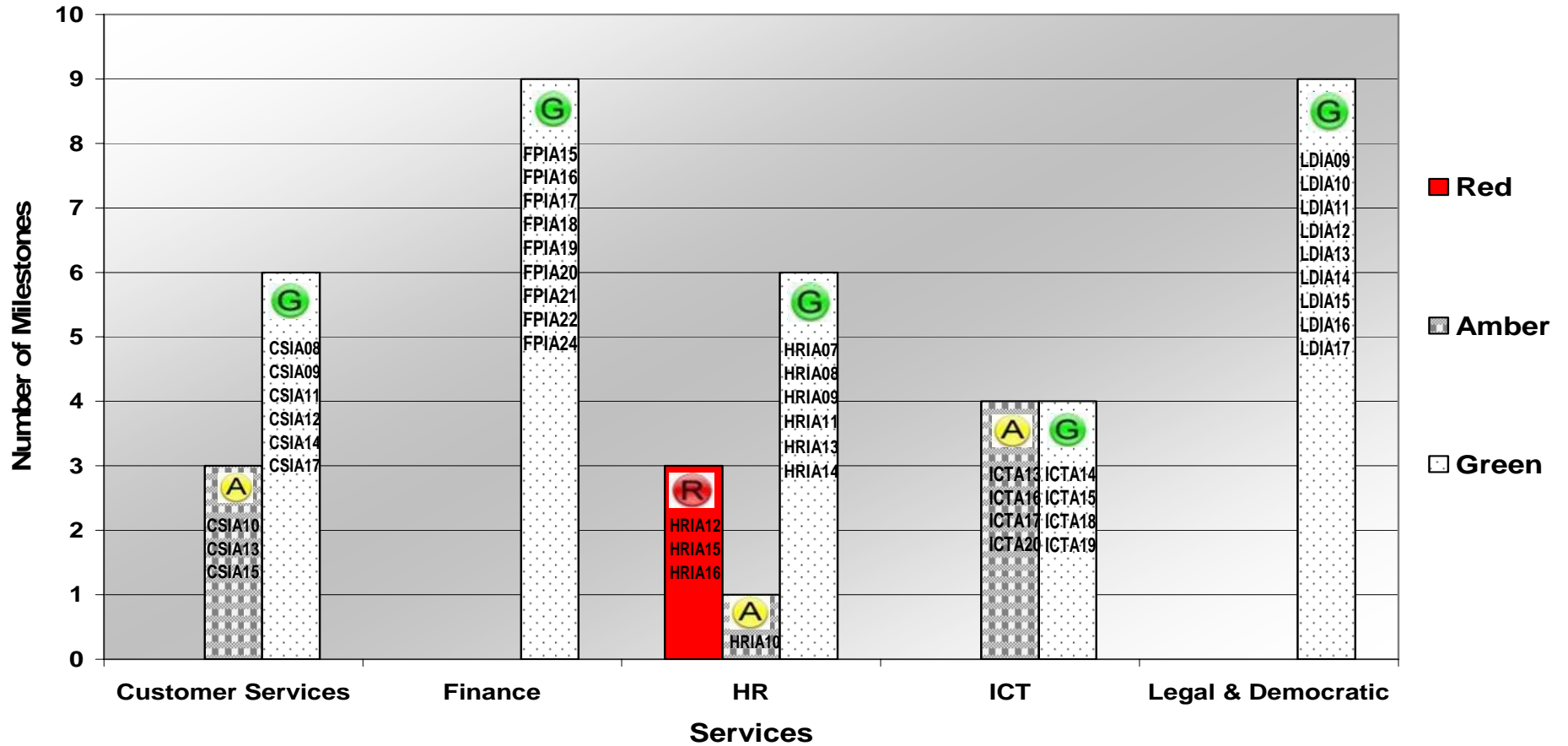
2.1.3 The following chart shows the Q1 status of milestones attached to actions for each service that are contained within the Council Delivery Plan 2010 – 2014, for Service Transformation.

Q1 Milestone Status Against Actions in CDP



2.1.4 Performance Against Service Delivery Plan

The following chart shows the Q1 milestone status for each service, identified within their Service Delivery Plan, excluding all Council Delivery Plan milestones.




Council Delivery Plan Performance Summary


2.2 Priority – Value for Money


- Increase value for money and provide a better understanding of what people get for their money
- Improve communications with communities/residents to build local trust and confidence
- Base services on local needs and expectations Improve overall satisfaction with the area and sense of belonging
- Look at alternative, cost-effective ways to deliver services
- Respond to resident issues quickly, transparently and fairly


Outcome					
VFMO1 – Improved communications with communities, citizens and customers.					
Action	Indicator	Owner	Annual Target	Actual	Status Q1
STIA06 - To improve the availability of performance information to customers and communities	STPI09 - Evidence of use by communities and customers	Head of Service Transformation - Louise Bennett	20% Increase on base line	Q4	N/A


STIA06 - To improve the availability of performance information to customers and communities			
Quarter	Milestone	Progress	Status
Q1 10/11	Establish scope of the information to share and potential communication channels	Researching examples of good practice with other LA's and external partners, to establish the appropriate channels and the scope of performance information to be made available for customers & communities.	


Q2 10/11	Implement phase 1		
Q3 10/11	Review and amend according to customer feedback		
Q4 10/11	Implement phase 2		

Outcome	Indicator	Owner	Target	Actual	Status
VFM03 – Performance of the authority will go up, whilst cost will remain the same or go down.	NI179 - Value for money - total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year (Annual)	Financial Planning Manager – Pritesh Padaniya	£666k	Reported in Q4	N/A
Action	Indicator	Owner	Annual Target	Actual	Status – Q1
STIA03 - Deliver procurement savings within the Housing Planned Improvement Savings.	STPI04 - Identify Savings of £200,000 of cash for reinvestment into the HRA	Head of Service Transformation - Louise Bennett	£200k	Q4	N/A
STIA04 - Using the category lists to aggregate spend and there by improve value for money through combined spending.	STPI05 - Reduction in current prices paid against prices achieved for the appropriate quality.	Head of Service Transformation - Louise Bennett	£60,000	Q4	N/A
STIA05 - Project Management and Support of High Risk Projects	STPI06 - Deliver % of Savings as identified within the VFM Programme	Head of Service Transformation - Louise Bennett	80%	Q4	N/A
	STPI07 - % of project RAG status's that are green		80%	48%	


STIA03 - Deliver procurement savings within the Housing Planned Improvement Savings.			
Quarter	Milestone	Progress	Status
Q1 10/11	Identify procurement strategy and identify KPI's for sustainable impact measurement	The Procurement Strategy for HPIP 2010-2015 has been agreed. The KPI's to measure the impact of sustainable procurement have been discussed on a generic basis and specifics will be identified by project	
Q2 10/11	Tender/Access contracts		
Q3 10/11	Meet the requirements of the HPIP programme		
Q4 10/11	Meet the requirements of the HPIP programme		

STIA04 - Using the category lists to aggregate spend and there by improve value for money through combined spending.			
Quarter	Milestone	Progress	Status
Q1 10/11	Identify categories	Catering Supplies Personal Protective Equipment Guarding/ Security Patrols have been identified as categories to investigate potential aggregation and savings	
Q2 10/11	Meet with relevant service managers to identify requirements		
Q3 10/11	Tender or identify frameworks		
Q4 10/11	Identify potential savings and amend supplier list to reflect work		

STIA05 - Project Management and Support of High Risk Projects								
Quarter	Milestone	Progress					Status	
Q1 10/11	Deliver actions within the relevant programme and project plans		Red	Amber	Green	Unknown	TOTAL	
		Chief Executives			2		2	
		Community	1	1	8		10	
		Corporate	1	2	3		6	
		Environment	1	1		7	9	
		TOTAL	11%	15%	48%	26%		
Q2 10/11	Deliver actions within the relevant programme and project plans							
Q3 10/11	Deliver actions within the relevant programme and project plans							
Q4 10/11	Deliver actions within the relevant programme and project plans							

Outcome	Indicator	Owner	Target	Actual	Status
VFM04 – Residents issues will be responded to quicker and in a transparent and fair manner.	CSPI06 - Improve response timescales for complaints received to meet 10 working day target.	Customer Service Manager - Matt Rockley	80%	82%	
Action	Indicator	Owner	Annual Target	Actual – Q1	Status – Q1
STIA07 - Developing a comprehensive plan to improving the Councils performance against the equalities framework and as such delivering services that meet customers needs	STPI10 - Positive outcome from external peer review	Head of Service Transformation - Louise Bennett	Yes	Q4	N/A

STIA07 - Developing a comprehensive plan to improving the Councils performance against the equalities framework and as such delivering services that meet customers needs






Quarter	Milestone	Progress	Status
Q1 10/11	Agree plan to achieve "achieving level" of the equalities framework	The action plan and the project timeline has been developed and updated to reflect the new date for the IDeA Peer assessment. The revised action plan and project timetable will be considered by the Strong CAT at their next meeting The Peer assessment is now due to take place in February 2011.	
Q2 10/11	Review EIA plan		





Q3 10/11	Review Equalities Policy/Strategy		
Q4 10/11	Deliver actions in associated plans		

3.0 Service Delivery Plan Performance Summary

3.1 Customer Services Summary




3.1.1 Customer Services key actions progress summary, contained within the Service Development Plan for quarter 1.







Key Action	Owner	Milestone	Progress	Status
CSIA08 Develop reactive and joined up services and procedures to facilitate migration to Partnership Hub	Customer Service Manager - Matt Rockley	Contribute to development of Hub proposal	Customer profiling exercise commenced. Survey formatted and in place. Web survey capability now procured to support partner data capture.	
CSIA09 Develop service delivery through enhanced e-channel communications	Customer Service Manager - Matt Rockley	Work with services to identify which aspects of services can be delivered electronically	New transactional website is up and running. Review of enabling technology to determine what can be provided electronically underway under A2S programme	
CSIA10 Provide services in locations identified as having the greatest need	Customer Service Manager - Matt Rockley	Identify areas with the greatest need or least representation.	This will form part of the data profiling in support of the Access to Services Programme. Details from the customer survey will be matched to data held in local knowledge. Areas having the greatest need have been established through the Customer Survey undertaken through the Facing The Financial Challenge.	
CSIA11 Develop a single point of contact for all customer enquiries	Customer Service Manager - Matt Rockley	Continue investigation into shared customer service function of Housing and Corporate	Shared Customer Service function for Housing and Corporate now to be taken in alignment with Facing the Financial Challenge.	
CSIA12 Develop opportunities for income generation through Customer Services	Customer Service Manager - Matt Rockley	Identify potential partners and income streams	Access to Services will provide opportunities for delivering Customer Facing services on behalf of partners.	

CSIA13 Develop 24/7 service provision through the website	Customer Service Manager - Matt Rockley	Determine the capabilities of the transactional website	Website due for launch early July. Transactional elements have been included in spec. Details of specific functionality yet to be determined.	
CSIA14 Develop mechanisms to capture Customer Satisfaction	Customer Service Manager - Matt Rockley	Develop satisfaction survey in line with best practice from NOSSBG	Satisfaction survey being developed through County Wide CSM group along guidelines set by National One Stop Shop Benchmarking Group.	
CSIA15 Develop consistent Customer Insight reports and mechanisms.	Customer Service Manager - Matt Rockley	Undertake gap analysis to determine what details are required	Customer survey developed for Facing the Financial Challenge. To be rolled out across interested partners.	
CSIA17 Review Complaints procedure in line with Ombudsman guidelines	Customer Service Manager - Matt Rockley	Document current process and system	Specification for complaints system formatted. Analysis of the system operated by Housing underway. Review of Ombudsman Process also underway.	







3.2 Performance Summary – Finance

3.2.1 Finance key actions progress summary, contained within the Service Development Plan for Quarter 1.

Key Action	Owner	Milestone	Progress	Status
FPIA13 Implementation of CHP at Hood Park. Implementation of energy efficiency programme for Council Offices	Property Asset Manager – Simon Harvey	N/A	Programme to commence in quarter 2.	N/A
FPIA15 Conduct review of delivery options for payroll and implement the preferred option	Financial Planning Manager – Pritesh Padaniya	Commence review	Options appraised. Site visits undertaken. CLT report produced. Agreement for Market testing. Spec to be produced and tender options Q2	
FPIA16 Continue to work with partners to deliver shared service for revs and bens	Head of Service Transformation - Louise Bennett	Complete review	The review of service delivery options for Revenues & Benefits has been completed with the recommended option being to become a full and active member of a Shared Service with Hinckley & Bosworth BC and Harborough DC. A report will go to Cabinet in August seeking member approval to continue with this project.	
FPIA17 Continue to improve time taken to assess new claims and changes to Housing Benefit (NI181 = 12 days)	Financial Planning Manager – Pritesh Padaniya	Promote the One Day Promise and Benefits Take-up in Vision and other media	Promotional articles have been placed in local news letters, and Vision magazine. A review of the One Day Promise procedures is scheduled to take place on the 22nd July. Further promotion will be undertaken in the next quarter.	









FPIA18 To improve information provided in Statement of Accounts	Financial Planning Manager – Pritesh Padaniya	Development of improvements	Statement of Accounts completed in accordance with the regulatory requirements.	
FPIA19 Continue to work with CBC to deliver shared service for Property Services	Financial Planning Manager – Pritesh Padaniya	No quarterly action	Shared Services on-going and progressing well.	
FPIA20 Implementation of IFRS	Financial Planning Manager – Pritesh Padaniya	Implementation of IFRS as per project plan	Discussions with District Auditor are ongoing re the classification of leases. Project on target.	
FPIA21 Production of Statement of Accounts	Financial Planning Manager – Pritesh Padaniya	Production of SOA	Statement of Accounts completed – 24 th June '10	
FPIA22 Undertake asset challenges on low performing Industrial Units.	Financial Planning Manager – Pritesh Padaniya	Agree asset challenges to be undertaken	Occupancy rate improved.	
FPIA24 Timely issue of non payment reminders. Quarterly review of irrecoverable debts. Early action on defaulted payment plans. Prompt termination of services	Financial Planning Manager – Pritesh Padaniya	Issue of reminders / installment plans.	In line with agreed progress	

3.2.2 Finance performance indicators contributing to Key Actions within the Service Delivery Plan.

Performance Indicator	Owner	Target	Actual	Status
FPI16 - Council Tax Collection	Head of Service Transformation – Louise Bennett	29.0%	30.4%	
FPI17 - NDR Collection	Head of Service Transformation – Louise Bennett	30.0%	29.0%	
FPI19 - PPI 2A	Property Asset Manager – Simon Harvey	N/A	Q2	N/A
FPI20 - Fully compliant by 31 March 2011	Financial Planning Manager – Pritesh Padaniya	Yes	Q4	N/A
FPI21 - By 30 June 2010	Financial Planning Manager – Pritesh Padaniya	Yes	Yes	
FPI22 - Unqualified opinion and publication by 30 September 2010	Financial Planning Manager – Pritesh Padaniya	Yes	Q2	N/A
FPI23 - All units make financial contribution to management costs	Property Asset Manager – Simon Harvey			N/A
FPI26 - Annual target of 25 sanctions	Head of Service Transformation – Louise Bennett	7	12	
FPI27 - Reduction in arrears 1.5%	Head of Service Transformation – Louise Bennett	-1.5%	Q4	N/A
FPI28 - Collection rate of 98%	Head of Service Transformation – Louise Bennett -	98%	98%	
FPI29 - Reduction in Council Tax arrears 1.5% (annual target)	Head of Service Transformation – Louise Bennett	-1.5%	Q4	N/A
NI181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (Quarterly)	Head of Service Transformation – Louise Bennett -	13.0	11.4	







3.3 Performance Summary – ICT





3.3.1 ICT key actions progress summary, contained within the Service Development Plan for Quarter 1.

Key Action	Owner	Milestone	Progress	Status
ICTIA13 Replace existing office telephone system with new VOIP system & extend Contact Centre capability to Housing Repairs	ICT Manager - Phil Clark	Finalise specification & procurement	Work on hold pending wide ranging review of ICT provision in the light of proposed move of Council Offices	
ICTIA14 Review ICT Service provision	ICT Manager - Phil Clark	Implement recommendations	This has been deferred to 2010/11.	
ICTIA15 Re-develop Council's main public website & the internal Intranet	ICT Manager - Phil Clark	Data gathering & collation	New web site live 1st July Intranet site live 1st July - further development of Sharepoint planned	
ICTIA16 Implement mobile working for Building Control Service	ICT Manager - Phil Clark	Implement mobile working.	All technical elements of software & hardware in place & awaiting user training	
ICTIA17 Review of Housing Service ICT facilities	ICT Manager - Phil Clark	Identify priorities & business cases	Initial review by consultancy Q2 completed by end of June. Further work required to determine priorities.	
ICTIA18 Review ICT implications of EH Area based working	ICT Manager - Phil Clark	TBC38	All milestones completed	
ICTIA19 Implement video conferencing as part of County-wide scheme	ICT Manager - Phil Clark	Procurement of video conferencing	EU tender under way - assessment of tenders planned for Mid August	
ICTIA20 Develop flexible working technologies	ICT Manager - Phil Clark	TBC43	Final draft to be agreed April 2010. Consultation with customers and implementation Q1 2010/2011	

3.4 Performance Summary – Human Resources






3.4.1 Human Resources key actions progress summary, contained within the Service Development Plan for Quarter 1.





Key Action	Owner	Milestone	Progress	Status
HRIA07 Supporting the Place Shaping Service with the Human Resources implications around the implementation of area working	Human Resources Manager - Mike Murphy	Support Project Plan.	Support has been provided to Directors and significant consultation has been undertaken.	
HRIA08 Supporting the Housing Service with the Human Resources implications of a revised structure for 2011/12 to meet the changing needs of the service.	Human Resources Manager - Mike Murphy	NA	The timeframe for the review has subsequently been altered to 2012/13, so there is now no associated action required from HR at this time	
HRIA09 Review and update the Housing Repairs and Maintenance Policy	Human Resources Manager - Mike Murphy	NA	Work is underway in the Department on this project but there are no HR issues at the present time.	
HRIA10 Review travel to work data and implement measures to achieve in-year reductions.	Human Resources Manager - Mike Murphy	Complete data analysis report and suggest measures for reductions.	Some initial work has been completed on the data but this task is behind the original schedule.	
HRIA11 Support services through VFM programme - options appraisal, labour costings, consultation, communication etc.	Human Resources Manager - Mike Murphy	Q1 According to VFM programme	HR support has been provided to a number of projects in the VFM programme in Q1.	
HRIA12 Annual employee monitoring report developed and considered by CLT.	Human Resources Manager - Mike Murphy	Report to CLT.	Work has not commenced on this area by the end of Q1 due to staffing constraints.	

HRIA13 Equality Impact assessment completed when policies are revised.	Human Resources Manager - Mike Murphy	TBC17	No new or revised policies developed in Q1 so no Equality Impact Assessments undertaken.	
HRIA14 To consider the equal pay implications of HR Pay and Reward policies.	Human Resources Manager - Mike Murphy	TBC21	A number of HR Pay and reward policies have been considered during Q1. No significant changes have been made that warranted a review of potential equal pay implications.	
HRIA15 Employee validation survey completed.	Human Resources Manager - Mike Murphy	Send out survey to all employees.	No progress has been made on this task during Q1	
HRIA16 Complete Local Labour market assessment	Human Resources Manager - Mike Murphy	TBC26	No progress has been made on this task during Q1.	

3.5 Performance Summary – Legal & Democratic

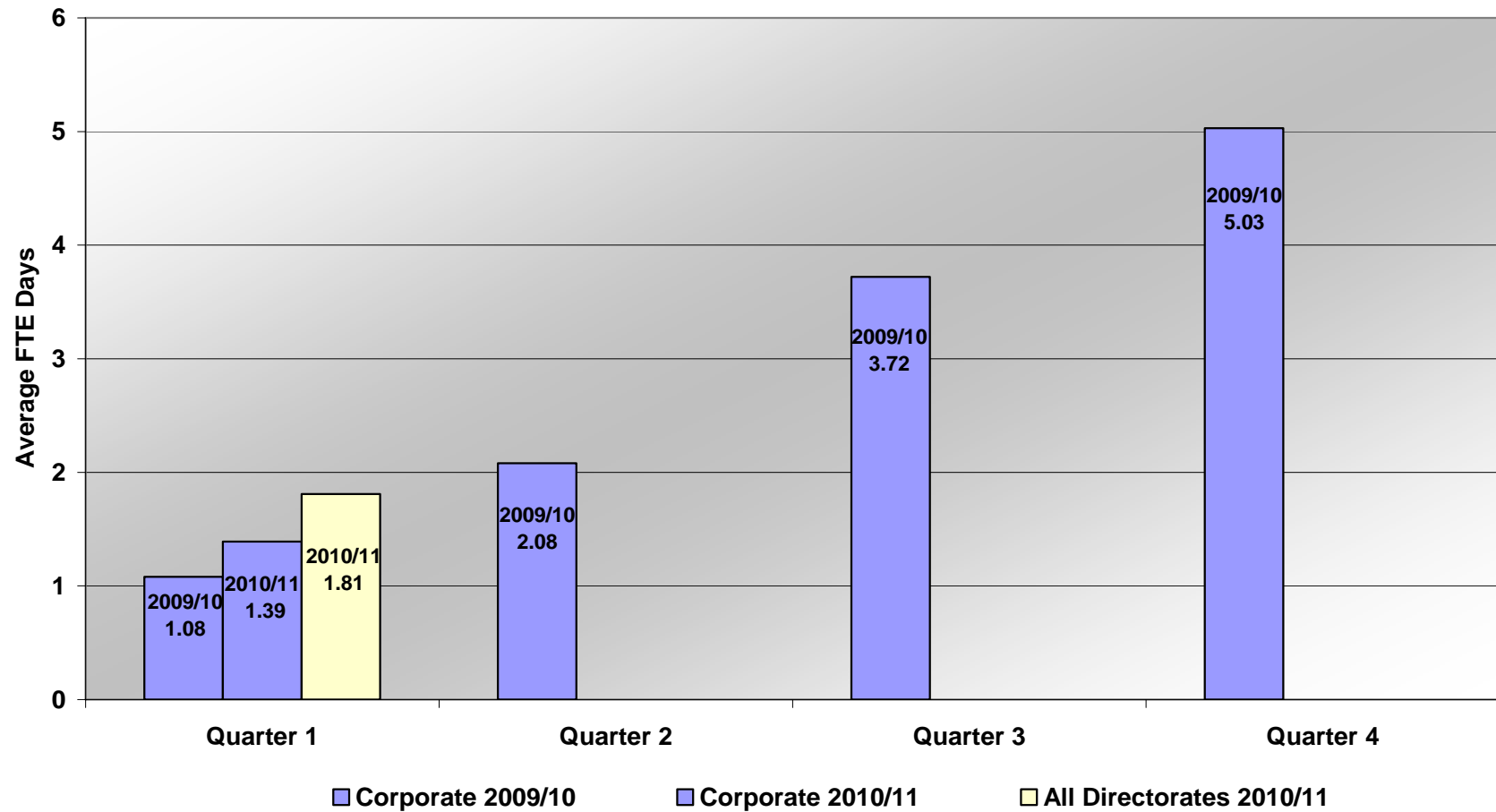
3.5.1 Legal & Democratic key actions progress summary, contained within the Service Development Plan for Quarter 1

Key Action	Owner	Milestone	Progress	Status
LDIA09 Undertake an options appraisal for the service delivery of Internal Audit	Head of Legal and Democratic Services - Elizabeth Warhurst	Initiation	Project initiated and on track. Options are being explored with a view to taking an initial options appraisal to CLT on 27 July 2010. Savings target on track. VFM03 on track.	
LDIA10 Use plain English in all election materials and committee papers and be conscious of the different formats that may be required (languages, font size etc)	Head of Legal and Democratic Services - Elizabeth Warhurst	Liaise with Angie Johnson, Neighbourhoods and Communities to identify local trends and groups.	Work is ongoing to ensure we capture all groups and update procedures and communications accordingly	
LDIA11 Ensuring that all those affected by any proposals with the creation of new parishes are consulted and kept informed of the facts throughout each stage	Head of Legal and Democratic Services - Elizabeth Warhurst	Consult all interested parties on the draft proposals	The Re-Organisation Orders have been made following approval for the creation of parishes at Council in May. All interested parties were consulted. The Orders and associated maps are to be sent to all statutory bodies over the next few days. The Parishes come into effect 1st April 2011.	
LDIA12 Assisting, as necessary, with the establishment of the new Parish Councils and working with the local people to explain the role of the parish councilor and encourage them to stand as candidates.	Head of Legal and Democratic Services - Elizabeth Warhurst	No action	Dates booked for event in January 2011	
LDIA13 Introduction of an electronic case management system	Head of Legal and	Consider technical implications of shared	ICT have received a requisition order to purchase the hardware for the case	

	Democratic Services - Elizabeth Warhurst	system	management system. NWL & CBC are due to meet on 3 rd August '10 to agree the final solution for connectivity between the two sites.	
LDIA14 Develop shared service arrangement	Head of Legal and Democratic Services - Elizabeth Warhurst	Approve business case	The business case has been approved by the management teams in both authorities and is due to go to the Cabinet meetings in July (CBC) and August (NWLDC). The phase 1 Joint Admin Structure is now out to consultation with affected staff and Unions and any comments will be fed into the Cabinet reports.	
LDIA15 Support delivery of Transforming Services Programme as a member of the project 'experts panel'	Head of Legal and Democratic Services - Elizabeth Warhurst	Appointment to experts panel	Following the loss of the panels 'expert' from the legal team, a successful candidate has accepted the position and will commence work on 27 th September 2010. Once in post he can be assigned to the experts' panel, should this still go ahead?	
LDIA16 Develop suite of standard contract documents for client use	Head of Legal and Democratic Services - Elizabeth Warhurst	Review requirements	The documents were created as part of the shared services toolkit and are now available on the intranet with the toolkit.	
LDIA17 Develop Service Transformation/Shared Services toolkit	Head of Legal and Democratic Services - Elizabeth Warhurst	Complete and publish document on intranet	The documents have been produced and are now on the intranet on the Legal Services page. In addition the toolkit has been sold to CBC bringing in an income of £1,700.	

4. Management of Absence – Corporate & Service Transformation

Cumulative Average Number of Sickness Days Lost per FTE



HR Management of Absence Quarter 1 (April - June) 2010/11

Directorate	Ave. No of FTE per Qtr				Number of Days Lost per Quarter			Cumulative	No of days lost per FTE			
	Q1	Q2	Q3	Q4	Q1	Long	Short	Days lost (Q1+Q2+Q3+Q4)	Q1	Q2	Q3	Q4
Corporate	104.44				144.79	86.00	58.79	144.79	1.39			
All Directorates	475.93				863.47	446.28	417.19	863.47	1.81			

- 4.1 The proactive management of sickness absences with HR support has resulted in 3 home visits/sickness meetings being conducted and 2 HR supported return to work interviews completed.
- 4.2 Three employees have returned to work following long-term absences, of which 2 on managed phased returns. Six HR supported return review/employee support meetings have been conducted in addition to line manager regular review meetings. Twenty nine return to work interviews have been completed and 1 attendance review meeting has been conducted. One referral has been made to Occupational health and 1 to Access to Work.
- 4.3 Three risk assessments have been completed and adjustments made. 1 employee chose to resign because of their ill-health. Continued
- 4.4 The Corporate Directorate shows a slight increase in the average number of sickness days lost for quarter 1, compared to the same quarter in the previous year. This increase is due to 3 long term absences, relating to major surgery, musculoskeletal injury and the final absentee chose to leave the authority during Q1 due to their ongoing medical condition.

5. Financial Performance

5.1 Service Transformation

SERVICE TRANSFORMATION - SUMMARY OF NET EXPENDITURE Quarter 1																		
	ORIGINAL BUDGET			ORIGINAL BUDGET – Q1			ACTUAL – Q1			ORIGINAL EST VARIANCE – Q1			FORECAST OUTTURN			FORECAST VARIANCE		
	EXP	INC	NET	EXP	INC	NET	EXP	INC	NET	EXP	INC	NET	EXP	INC	NET	EXP	INC	NET
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Head of Service	300,410	300,410	0	71,950	0	71,950	61,397	0	61,397	-10,553	0	10,553	296,840	300,410	-3,570	-3,570	0	-3,570
Project Management	25,000	0	25,000	6,250	0	6,250	-1,000	0	-1,000	-7,250	0	-7,250	25,000	0	25,000	0	0	0
Business Process Improvement	5,000	0	5,000	1,250	0	1,250	5,600	0	5,600	4,350	0	4,350	5,600	0	5,600	600	0	600
Equalities & Diversities	10,000	0	10,000	2,500	0	2,500	0	0	0	-2,500	0	-2,500	10,000	0	10,000	0	0	0
TEN	7,000	0	7,000	1,750	0	1,750	530	0	530	-1,220	0	-1,220	7,000	0	7,000	0	0	0
	347,410	300,410	47,000	83,700	0	83,700	66,527	0	66,527	-17,173	0	17,173	344,440	300,410	44,030	-2,970	0	-2,970
Salary costs included in above	257,740	0	257,740	64,435	0	64,435	51,884	0	51,884	-12,551	0	12,551	240,660	0	240,660	17,080	0	17,080

5.1.2 If expenditure continues at the current rate, Service Transformation supplies and services will be £2k overspent and transport costs £1k underspent.

5.2 Corporate Directorate Summary of Expenditure – Quarter 1 2010/11

	ORIGINAL BUDGET TO Q1			ACTUAL TO Q1			ORIGINAL EST VARIANCE Q1			FORECAST OUTTURN			FORECAST VARIANCE		
	EXP £	INCOME £	NET £	EXP £	INCOME £	NET £	EXP £	INCOME £	NET £	EXP £	INCOME £	NET £	EXP £	INCOME £	NET £
Corporate Director	296,958	48,908	248,051	257,556	49,755	207,801	-39,403	848	-40,250	1,982,820	330,130	1,652,690	-19,570	0	-19,570
ICT	314,120	60,150	253,970	304,362	58,168	246,195	-9,758	-1,982	-7,776	1,176,180	1,106,950	69,230	12,780	-32,700	45,480
HR	65,787	0	65,787	63,238	0	63,238	-2,549	0	-2,549	303,810	222,080	81,730	940	0	940
Customer Services	101,506	26,813	74,694	116,418	26,762	89,656	14,912	-50	14,962	476,840	450,040	26,800	20,700	-4,650	25,350
L & D Services	349,596	6,413	343,183	318,621	9,738	308,883	-30,975	3,326	-34,300	1,674,950	1,259,260	415,690	-48,170	3,430	-51,600
Finance	10,302,573	5,828,678	4,473,895	3,059,610	6,175,961	-3,116,351	-7,242,962	347,284	-7,590,246	26,249,280	25,670,400	578,880	1,115,850	1,190,890	-75,040
Holding Accounts Whitwick Business Centre	37,354	157,402	-120,048	55,234	160,004	-104,769	17,880	2,602	15,278	234,050	196,050	38,000	-5,440	-5,440	0
TOTAL	11,467,894	6,128,362	5,339,533	4,175,040	6,480,388	-2,305,348	-7,292,854	352,027	-7,644,881	32,097,930	29,234,910	2,863,020	1,077,090	1,151,530	-74,440

5.2.1 Summary of Underspend/Additional forecast income:

- * Salaries - Forecast £31k underspend due to vacant posts and reduced hours.
- * Customer Service Centre - There were £20k of savings built into the budget, £15.5k of these have been achieved by reduced hours. The remainder is currently shown as an overspend.
- * Supplies & services budgets for Democratic Services and Electoral Registration are forecast to be £7k underspent
- * Members Allowances are forecast to be £10k underspent (allowances and supplies & services).
- * NDR costs for the Council Offices are forecast to be £11k less than budget, this is offset by an £8k fee from the rating agents (a percentage of the back dated refund in the 09/10 accounts).
- * Rental income from the industrial units is forecast to be £52k more than budget (providing occupancy remains at this level).
- * Benefits - Benefits costs are forecast to be £49k underspent.
- * Income from the Future Jobs Fund is forecast to be £14k
- * Investment income is forecast to be £20k more than budget
- * Post Office and Paypoint transactions are forecast to be £8k more than budget.
- * Audit Commission fees are forecast to be £4k underspent.
- * Insurance costs are forecast to be £4k underspent

5.2.2 Summary of Overspend/Reduced forecast income: -

- * Non Distributed Costs - £9.5k overspent. This is the costs for Highfields St Depot and the closed public conveniences.* Member Services
- * Printers and Print Room - £39k overspend. There are additional costs for the rental of 2 servers and click charges due to higher usage. Recharges are more on the printers and less on the Print Room due to changes in prices that have not yet been implemented.
- * Postage - £19k overspend (£12k postage costs, £2k operational equipment costs and £5k rental costs of a new machine to replace the machine we owned).
- * Revenues - income from summons costs is forecast to be £13k less than budget.
- * Rodent Control and bulky domestic waste concessions are forecast to be £14k overspent
- * There is £20k more redundancy costs in Exchequer Services than in the earmarked reserve to fund them.









5.3 Key Financial Indicators & Arrears










5.3.1 Performance against the key financial indicators and the current position on arrears are shown in the tables below.




Key Financial Indicators	ANNUAL TARGET 10/11	Q1 TARGET 10/11	Q1 ACTUAL 10/11	Q1 ACTUAL 09/10
FPI16 Collection of Council Tax	97.7%	29%	30.4%	30.5%
FPI17 Collection of Non Domestic Rates	97%	30%	29%	31%

5.3.2 Business Rate Collection is currently below the TEN Targets, this is attributed to the recession and a 'lag' in payments from two large businesses that have undergone a reassessment of their Rateable Values. These payments are expected to come in later in the year.

6. Project Performance against the Service Transformation Programme

Directorate		Lead Officer	Service	2010/11	Milestones	Project on Track	Savings on Track against profile
001	Chief Executives	Louise Bennett	Equalities	Q2 Initiation	A shared service has been agreed in principle by the Chief Executives for a District Wide Shared Equalities Service,	Yes 	Status Red – 20K £20K
004	Community	John Richardson	Arts & Events	Q2 Decision and Implementation	Review in progress – final report due to Cabinet in October.	Yes 	No profiled saving for 2011/12
003	Community	John Richardson	Heritage & Museums (Grants)	Q2 Decision and Implementation	Review in progress – final report due to Cabinet in October.	Yes 	Status Green – £ 4K
004	Community	Dave Halstead	Community Grants	Q2 Decision and Implementation	Review in progress – final report due to Cabinet in October.	Yes 	Status Green £20K
045	Environment	Keith Fairbrother	Street Furniture	N/A	The timetable for when the service will be reviewed is currently under discussion. A paper detailing the strategic direction of each project was agreed at CLT. The projects will now be profiled into the core programme.	Unknown	Status Unknown –£6K
007	Environment	Sue Haslett	Building Control (Fee and Non Earning)	Q3 Decision	The original project time line will not be met, a review has taken place and the timeline for the decision has been moved to Q3. It is anticipated that the joint service will be in place for April 2011. The County Wide Project will be taken forward by the City Council as part of the Joint Change Programme.	No 	Status Amber – £30K
009	Environment	Sue Haslett	Local Land Charges	Q2 Review	Awaiting further information from the Joint Change Programme – meetings of the project board have been cancelled so no further progress, priority is not currently being given to this project as there is no profiled saving associated with it.	No 	No profiled saving for 2011/12
010	Environment	Keith Fairbrother	Car Parking Incl. Enforcement and Street Enforcement	N/A	The timetable for when the service will be reviewed is currently under discussion. A paper detailing the strategic direction of each project was agreed at CLT. The projects will now be profiled into the core programme.	Unknown	No profiled saving for 2011/12
012	Chief Executives	Caroline Richardson	Communication	Q1 Implement	The shared service has been implemented.	Yes 	Status Green – £50K
014	Community	Sue Hallam	Housing Advice and Homelessness	Q1 Review	Completed	Yes 	No profiled saving for 2011/12

Directorate		Lead Officer	Service	2010/11	Milestones	Project on Track	Savings on Track against profile
015	Community	Sue Hallam	Housing Strategy and Enabling	Q1 Review	Completed	Yes 	No profiled saving for 2011/12
018	Community	Chris Lambert	Older Persons Service	Q2 Review	Currently the predicted timetable for the retendering exercise to commence is mid 2011. The Older persons service is still implementing the changes approved as part of the Options for Savings review, so limited progress with the initiation of this VFM project is anticipated before Q2.	Yes 	No profiled saving for 2011/12
020	Community	John Richardson	Leisure Centres	Q2 Decision	The process for market testing the leisure services is underway and on track.	Yes 	No profiled saving for 2011/12
021	Community	John Richardson	Sports Development and Physical Activity	Q1 Implement	Completed.	Yes 	Yes in 10/11
022	Community	Auzra Flynn	Community Safety	Q2 Implement	It was agreed at CLT on the 22 nd June that a shared service with the police was the preferred option; this is being followed up by Dave Halstead.	No 	No profiled saving for 2011/12
023	Community / Environment	Dave Halstead	Neighbourhood & Community Management and Community Planning	Q2 Implement	A prolonged period of consultation has meant there has been slippage in the timescales so the project is now showing as amber.	No 	No profiled saving for 2011/12
024	Corporate	Alan Davis	Call Centre and Customer Services	Q2 Decision	Review is being informed by the Access to Service Project. Awaiting clarification of future scope. Project is also delayed by the telephony project.	No 	Status Green – £20K saving to be found through other methods
026	Corporate	Andy Gough	Payroll	Q2 Review	Delay in tender process – which will now commence in August suggest that there may be a delay in implementation. Tender process to be fast tracked.		Status Amber – 25K
028	Corporate	Louise Bennett	Revenues and Benefits	Q2 Decision	Shared service review is being undertaken, the project is on timescale, but due to the increased performance that will be necessary for the timescale the associated saving will not be released until late 2011/12 and therefore will not contribute to savings for 2011/12. The project itself however remains on track.	Yes 	Status Red – 30K

Directorate		Lead Officer	Service	2010/11	Milestones	Project on Track	Savings on Track against profile
031	Corporate	Elizabeth Warhurst	Audit	Q1 Review	On Track	Yes 	Status Green – £25K
032	Corporate	Elizabeth Warhurst	Democratic Services	Q2 Review	The member development project is in place – reassessment of member allowances and members budgets will be looked at in Autumn 2010 for implementation post elections in 2011.	Yes 	No profiled saving for 2011/12
033	Corporate	Elizabeth Warhurst	Legal	Q1 Implement	Progress is now happening and phase 1 is complete. A projected saving of 17K is in place with potentially more available – the profiled saving of 17K has meant that the project is amber rather than green.	Yes 	Status Red – £35K
034	Environment	Kathryn Preece	Whole Service Environmental Health Review	N/A	The timetable for when the service will be reviewed is currently under discussion. A paper detailing the strategic direction of each project was agreed at CLT. The projects will now be profiled into the core programme.	Unknown	No profiled saving for 2011/12
036	Environment	Sue Haslett	CCTV	N/A	The timetable for when the service will be reviewed is currently under discussion. A paper detailing the strategic direction of each project was agreed at CLT. The projects will now be profiled into the core programme.	Unknown	No profiled saving for 2011/12
040	Environment	Keith Fairbrother	Waste, Grounds Maintenance, Cleansing, Parks, Open Spaces, Toilets	N/A	The timetable for when the service will be reviewed is currently under discussion. A paper detailing the strategic direction of each project was agreed at CLT. The projects will now be profiled into the core programme.	Unknown	No profiled saving for 2011/12
041	Environment	Keith Fairbrother	Land Drainage & Flood Prevention	N/A	The timetable for when the service will be reviewed is currently under discussion. A paper detailing the strategic direction of each project was agreed at CLT. The projects will now be profiled into the core programme.	Unknown	No profiled saving for 2011/12
042	Environment	Keith Fairbrother	Vehicle Maintenance	N/A	The timetable for when the service will be reviewed is currently under discussion. A paper detailing the strategic direction of each project was agreed at CLT. The projects will now be profiled into the core programme.	Unknown	No profiled saving for 2011/12

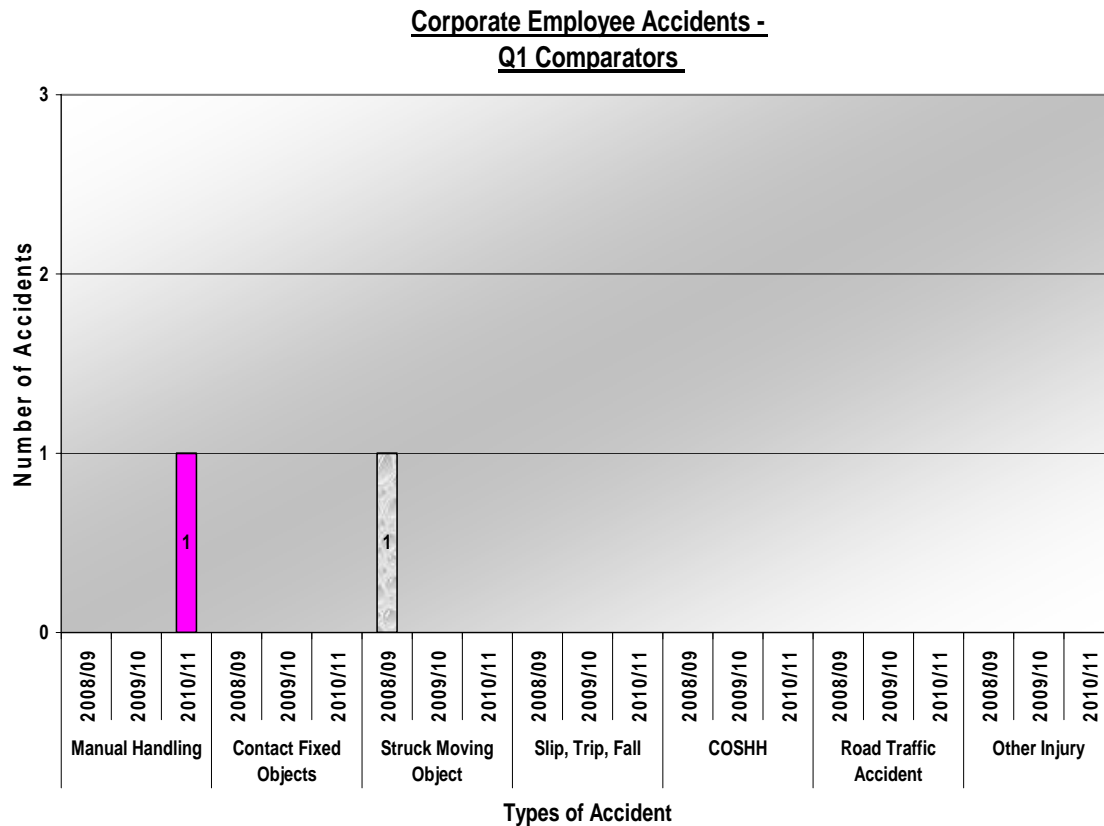
7. Health & Safety Monitoring

7.1 Training

Due to the elections, no training sessions have taken place this quarter. But extra dates have been added to the original calendar.

7.2 Accidents

There has only been 1 reported accident in the Corporate Directorate, which relates to the Cleaning trade.



7.2.1 Quarterly meetings are held at Service, Directorate & Executive level, to discuss reported accidents and to establish preventive measures to be actioned.