

Report of	Meeting	Date
Assistant Chief Executive (Business Transformation)	Overview & Scrutiny	10 August 2009

BUSINESS IMPROVEMENT PLAN MONITORING STATEMENT – BUSINESS TRANSFORMATION DIRECTORATE

PURPOSE OF REPORT

1. To report progress against the key actions and performance indicators in the Business Transformation Business Improvement Plan for 2009/10 for the period ending June 2009.

RECOMMENDATION(S)

2. To note the report.

EXECUTIVE SUMMARY OF REPORT

3. Overall I am pleased with the progress in the first quarter. Many of the key tasks/ projects are progressing well and some key business as usual work has been completed e.g. final accounts, use of resources, self assessment etc.

In respect of performance indicators a number have not achieved target, mainly in the Revenues and benefits section and HR function, where some of the actuals are not controllable.

On a positive note all of the key corporate Health Indicators continue to perform well and the budget is on track to be delivered. Further work is necessary to finalise plans on efficiencies.

CORPORATE PRIORITIES

4. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the Central Lancashire sub-region		Develop local solutions to climate change.	
Improving equality of opportunity and life chances		Develop the Character and feel of Chorley as a good place to live	√
Involving people in their communities		Ensure Chorley Borough Council is a performing organization	√

BACKGROUND

5. The Business plan monitoring statement report progress against the key actions and performance indicators included in the 2009/10 Business Improvement Plans for the Shared Financial Service, Governance, Human Resources & Organisational Development and Information Technology parts of the business.

KEY MESSAGES

6. There are a total of 65 tasks/projects included in the combined Business Improvement Plan of the 30 were due to start of have some elements of the project started in the first quarter. In terms of these the following table summarises the position.

Projects Red	4
Projects Amber	7
Projects Green	19

7. Of the projects recorded as Amber below is a summary of where the projects are slightly behind target.

- Our support for the implementation of Phase 2 of the CRM is delayed pending some further proof of concept work.
- Progress on implementing further functionality into the Council's Corporate HR system has been delayed pending further work on specification with the supplier and customers.
- We had hoped to complete further work on equality monitoring but work on Council restructures and policies delayed this project.
- The Shared Financial Services requires the development of a Workforce Plan to address some of the Workforce issues identified as part of development of the service. Whilst workshops and the audit has been completed the plan has not yet been drafted.
- Preliminary work has been completed in respect of a feasibility study looking at combining the Business Continuity and Emergency Planning function at South Ribble Borough Council and Chorley Council. Further work is required before any conclusions can be drawn.
- The update procurement strategy of the Council has been produced in draft but has not yet been presented to Members, this will be due in September 2009.

8. Where projects have not achieved their original deadline they have been rescheduled to be completed in the second quarter.

9. In terms of the 4 progress reported as Red, set out below is an explanation of the position. There are project which should have been completed by June 2009. None are fundamental to the continued delivery of service.

- In respect of the HR function it had been planned to develop a Health and Safety Audit programme following the transfer of Health and Safety provider to Preston City Council. The work programme has been developed and as is being implemented but the systematic audits of current / arrangements has not yet been developed.
- The HR function had planned to explore the opportunity of becoming an umbrella organisation for CRB checks, as we already have the infrastructure in place for our own needs. No progress has been made on this to date.

- The Council is encouraged to comply with CIPFA guidance on how to audit for anti fraud and corruption. Whilst great strides have been made implementing the Shared Financial Service a conscious decision was made to reschedule this project as other actions / tasks as priorities.
- Further work is required on Equality Impact assessments of the Council's Financial Strategy. Whilst it was planned to do this as part of a refresh later in the some preliminary work is required during this period which has not yet been started.

BUDGET MONITORING

SERVICE LEVEL BUDGET MONITORING		
2009/2010		
BUSINESS TRANSFORMATION & IMPROVEMENT		
(FINANCE)		
JUNE 2009	£'000	£'000
ORIGINAL CASH BUDGET		918
Add Adjustments for in year cash movements:		
<u>Virements to/from Other Services</u>		
Transfer Health & Safety cost centre to Human Resources		(28)
Transfer Business Improvement Officer post to ICT Services		(20)
<u>Slippage from 2008/09:</u>		
LCC Audit work		9
<u>Transfers to/from Reserves</u>		
Environmental Warranty Insurance		16
Buildings Fund		56
ADJUSTED CASH BUDGET		951
Less Corporate Savings:		
<u>Staffing:</u>		
Vacancy savings		(9)
CURRENT CASH BUDGET		942
FORECAST		
EXPENDITURE		
Staffing		(1)
Allpay Cards/Bank Charges		(5)
External Audit Fees		(3)
Non Domestic Rates		(17)

Computer Software - Licences/Maintenance	2	
Bailiffs Commission	(2)	
Housing Benefit Admin - additional costs funded by extra grant.	40	
Other	<u>1</u>	
Expenditure under (-) or over (+) current cash budget		15
INCOME		
Housing Benefit Data Collection Grant	(40)	
DSS Discretionary Housing	(2)	
Income - Rent	14	
Income - Other	<u>(1)</u>	
Income under (+)/ over (-) achieved		(29)
FORECAST CASH OUTTURN		
2009/2010		928
Key Assumptions		
Staffing savings from vacant posts: Billing Assistant post vacant in April/May New Benefits Officer post vacant in April/May		
Assumes additional Housing Benefit Data Collection Grant received for 2009/10 will be spent.		

10. The key message is that there are no major variations to report against the 2009/10 budget with the cash target of £925k forecast to be achieved.

PERFORMANCE INDICATORS

11. The Business Improvement Plan contains 100 National and Local indicators designed to measure and monitor performance, some of which are only measured annually or cannot be measured in this quarter. However 53 of the 100 could be measured and the table below summarises the position.

Green (target achieved)	25
Blue (within 5% of target)	6
Red (more than 5% of target)	22
Not Measured	47
	100

12. In terms of some of the key indicators I have summarised below some of these I believe Members will be interested in as they represent some of the Core Services we provide and have some important messages regarding what is happening in the borough in terms of the impact of the recession and of the performance of the Transformation Directorate.

Measure	Target	Actual for June
Average time to process new claims	17 days	20.3 days
Number of Benefit claims outstanding	<200	254
Number of claims over 50 days	<10	2
Claims assessed within 14 days	98.5	94.5
Time to process appeals	30	38
Council Tax collected	30.06	29.79
NNDR Collected	29.83	29.71
Payments made within 30 days	97.5	98.44
Debts older than 90 days	14	0
Organisations sickness absence	7.49	6.45

13. The table shows that in Revenues and Benefits meeting targets that had previously been achieved is proving difficult. A combination of increased volumes of work in Benefits and greater difficulty of collecting debts conspires to mean in the first quarter of the year some of the targets have not been achieved. Additional resources have been put into the Benefits section in the form of an additional staff member to counter the increase and hopefully get the target back on track. Dealing with debtors is a more difficult proposition but we will continue to ensure early intervention, be flexible with payment terms and refer those requiring help to the appropriate agencies, which will help but not ensure that previous collection levels maintained during the current economic climate.
14. On a promising note some of our key Corporate Indicators of Performance continue to do well, our progress on paying orders is at an all high, which is important during this time, as cash flow for businesses is important. Sickness absence amongst the staff continues to be low with the rolling 12 month total sickness at 6.45 days

IMPLICATIONS OF REPORT

15. This report has implications in the following areas and the relevant Corporate Directors' comments are included:

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal		No significant implications in this area	

EFFICIENCIES

LOOKING FORWARD

16. We anticipate a further £230k of savings to be achieved in 2009/10

Schedule of Budget Savings 2009/10		
	Budget Saving £	Comments
<u>Business Transformation</u>		
Insurances - Employment Practices Insurance	(10,500)	Not renewed saving achieved
Shared Head of Revenues & Benefits Create 1 Benefits Officer post	(25,000) 14,670	In progress Post now filled
<u>Corporate Governance</u>		

Reduce cleaning hours provision for Town Hall Emergency Planning	(6,000) (28,720)	Achieved In progress
<u>Human Resources</u> To provide H.R. services for St.Catherine's Hospice - Less appointment of extra Apprentice - Less potential extra staffing expenditure	(25,000) 6,500 3,500	Achieved
<u>ICT Services</u> Members Broadband. Provider to go out to tender. Internet service to be provided by L.C.C.	(15,000) (25,000)	In progress In progress
Sub-Total	(110,550)	
	Budget Saving £	
<u>ICT Services</u> GIS to start charging contractors for Street Naming and Numbering function	(15,000)	Estimate now £5k
<u>Fees and Charges Increase</u> Assuming 3% rise	(4,005)	Increases implemented
Sub-Total	(19,005)	
TOTAL SAVINGS OPTIONS IDENTIFIED	(129,555)	

17. Progress has been made on achieving the efficiency target and work is in progress on some of the key items relating to the sharing of services or collaboration but further work is necessary in this next quarter to bring that work to a conclusion.

GARY HALL
ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
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