

Report of	Meeting	Date
Director of Transformation	Overview & Scrutiny Committee	11 July 2011

## TRANSFORMATION DIRECTORATE BUSINESS IMPROVEMENT PLAN

### PURPOSE OF REPORT

1. To report progress against the key actions and performance indicators contained in the business improvement plan covering the second half of 2010/11 (1 October to 21 March 2011).
2. It also provides an update on the Directorate business improvement plan for 2011/12.

### RECOMMENDATION(S)

3. That the report be noted.

### REASONS FOR RECOMMENDATION(S)

#### (If the recommendations are accepted)

4. Business improvement plans are an important element of the council's corporate business planning process. They set out the main actions that a Directorate will undertake in the year to improve services. This report provides an update on the delivery of key actions and performance indicators arising in the second half of the year.

### KEY MESSAGES

5. The Directorate's business improvement plan contains a series of key actions that set out the main improvements that will be undertaken in the year. Every key action is split into milestones so that implementation can be monitored. This section contains an update of actions that should have been undertaken between 1 October and 31 March 2011.

### NOTEABLE ACHIEVEMENTS

6. There are a number of notable achievements in the last six months which have been delivered, namely:
  - Progress and a way forward agreed on the Community Governance Review of Buckshaw Village.
  - The Council's updated Customer Relationship Management (CRM) System has been developed and delivering public sector advice has been extended in Union Street with both the County Council and the HMRC now offering services from that location.

data is as secure as it can be when transacting electronically.

- A number of systems upgraded on key line business applications has been updated to enhance functionality
- The Council's computer network has been upgraded and future proofed.
- The Financial Shared Services has implemented a single Financial Information System across the two participating Council's of South Ribble and Chorley.

#### KEY ACTIONS BEHIND SCHEDULE

7. We had hoped to make more progress on updating the Council's website to, in particular, make it more transactional and user friendly, but this project has been delayed to the new year.
8. We should also have delivered some financial training for members this year. Whilst targeted activity on treasury management did take place for the Audit Committee, the general training was delayed but has now taken place.
9. In respect of the update of the CRM, our intention was to rollout mobile and transactional technology for customer requests. This has been delayed slightly but is currently in test.

#### SERVICE LEVEL BUDGET MONITORING

10. The table at Appendix A shows that the Directorate achieved an under-spend against its cash budget in 2010/11.

#### PERFORMANCE INDICATORS

11. The delivery of the business improvement plan is monitored through key national, corporate and local indicators. The table below shows the latest performance for some of the key measures used by the Directorate and are which members have been traditionally interested in as they reflect how key parts of the business are performing.

Indicator Name	Year end Target	Year end Performance
Avoidable contact	20%	14.1%
Time to process benefit claims and change events	10 days	8.9 days
Payment of invoices within:		
- 30 days	97.75%	98.54%
- 22 days	85%	92.5%
- 10 days	50%	69.5%
Council Tax collected	98.5%	98.3%
NNDR Collected	98.5%	97.9%
Sickness Absence	6.9 days	6.9 days
% of staff satisfied with working at the Council	85%	82%

12. Overall, the bulk of targets were achieved. Whilst tax collection was slightly down against target, the actual performance was as comparative to the previous years but we had increased the targets. This is the same position in terms of staff satisfaction.

## EQUALITY AND DIVERSITY UPDATE

13. We continue to monitor the impact of our service delivery and complete integrated impact assessments on policy decisions. Most notably the 2011/12 budget was assessed and reported to Council in March 2011.

## RISK MANAGEMENT UPDATE

14. The Directorate continues to manage risk identified in the business plan and to mitigate this potential impact. There have been no significant changes to the risk profile over the period and the continued good performance indicators of the Directorate indicates the risk strategies have been effective.

## BUSINESS PLAN 2011/12

15. The Directorate Business Improvement plan for 2011/12 is attached for information at Appendix B. This is the plan that outlines the key actions that the Directorate will be working at during this financial year alongside the key measures.

## ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

16. None

## CORPORATE PRIORITIES

17. This report relates to the following Strategic Objectives:

Strong Family Support		Education and Jobs	
Being Healthy		Pride in Quality Homes and Clean Neighbourhoods	
Safe Respectful Communities		Quality Community Services and Spaces	
Vibrant Local Economy		Thriving Town Centre, Local Attractions and Villages	
A Council that is a consistently Top Performing Organisation and Delivers Excellent Value for Money			√

## IMPLICATIONS OF REPORT

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

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

GARY HALL  
DIRECTOR TRANSFORMATION

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Gary Hall	5104	6/7/2011	REPORTS

## SERVICE LEVEL BUDGET MONITORING 2010/11

<b>TRANSFORMATION DIRECTORATE</b>	<b>Transformation Management £'000</b>	<b>Governance £'000</b>	<b>H.R. £'000</b>	<b>Customer ICT &amp; Trans. Services £'000</b>	<b>SFS £'000</b>	<b>TOTAL £'000</b>
<b>CURRENT CASH BUDGET</b>	<b>699</b>	<b>1,521</b>	<b>349</b>	<b>1,706</b>	<b>893</b>	<b>5,168</b>
<b>VARIANCES</b>						
<b>EXPENDITURE</b>						
Staffing	(2)	(15)	5	(20)	(14)	(46)
ERVS		10		43	16	69
Pension Strain Costs		13		8		21
Members Allowances/related costs		(14)				(14)
Non Domestic Rates	5	12				17
Property Services Asset Management	55					55
Asset Maintenance		5				5
Elections (saving from combined elections)		(10)				(10)
Utilities		(28)				(28)
Bank charges/Allpay charges	(10)					(10)
External Audit Fees	(32)			(3)		(35)
Shared Assurance Services					(9)	(9)
Treasury Management	(7)					(7)
Computer Equipment/Software				(12)		(12)
Internet charges				6		6
Telephone Rental/Calls				(7)		(7)
Consultants Fees				(19)	6	(13)
Legal Fees	-		24	(8)		16
Training			(7)			(7)
Occupational Health			(10)			(10)
Recruitment			(12)			(12)
Provision for Bad Debts	9			8		17
Other	(14)	(9)	(7)	(18)	(9)	(57)
<b>Expenditure under (-) or over (+) current cash budget</b>	<b>4</b>	<b>(36)</b>	<b>(7)</b>	<b>(22)</b>	<b>(10)</b>	<b>(71)</b>



<b>TRANSFORMATION DIRECTORATE</b>	<b>Transformation</b>		<b>H.R.</b>	<b>Customer</b>	<b>SFS</b>	<b>TOTAL</b>
	<b>Management</b>	<b>Governance</b>		<b>ICT &amp; Trans.</b>		
	<b>£'000</b>	<b>£'000</b>		<b>Services</b>		
				<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>INCOME</b>						
Reduction in RTB legal work		4				4
Lancastrian Hire		6				6
Street Naming and Numbering				(16)		(16)
External income generated	(20)					(20)
Rental Income	(4)					(4)
Legal/Surveyors Fees	(18)	(15)		(9)		(42)
Sale of land	(7)					(7)
DWP Grant				(6)		(6)
Capital Recharge Income				(54)		(54)
Other costs recovered				49		49
DCLG Grant (Customer Services)				(54)		(54)
Other Income	(29)	(2)		(6)		(37)
<b>Income under (+)/ over (-) achieved</b>	<b>(78)</b>	<b>(7)</b>	<b>-</b>	<b>(96)</b>	<b>-</b>	<b>(181)</b>
<b>NET VARIANCE</b>	<b>(74)</b>	<b>(43)</b>	<b>(7)</b>	<b>(118)</b>	<b>(10)</b>	<b>(252)</b>
<b>PROVISIONAL CASH OUTTURN 2010/11</b>	<b>625</b>	<b>1,478</b>	<b>342</b>	<b>1,588</b>	<b>883</b>	<b>4,916</b>