

Plymouth City Council
Performance and Finance Monitoring – 2011/12
Quarter 1 to 30 June 2011

Subject: Extract - Joint Performance and Finance Report
Committee: Council
Date: 10 October 2011
Cabinet Member: Councillor Bowyer and Councillor Ricketts
CMT Member: Director for Corporate Support
Author: David Northey, Head of Finance

I. Performance summary

Performance indicators used in this report represent Plymouth City Council's contribution to delivering the citywide priorities of Growth, Aspiration, Inequalities and Value for Communities.

The overall performance position does not at this stage report any highly critical issues. Areas of particular interest this quarter are:

- The tonnage of waste generated by households has decreased. This has been contributed to by a series of promotional events. We are on track to achieve the target set for diverting waste from landfill. However, achieving significant progress on recycling targets remains a challenge;
- The number of 16 -18 year old young people who are not in Education, Employment or training, (NEET), is increasing. In response, we are implementing an 'Increasing Participation' Plan, partly funded by the DfE through our involvement in 'Raising the Participation Age' trial work;
- The number of children in independent foster placements is decreasing. However there is a small increase in child residential placements. Overall, the Children Social Care budget is projected to be on balance at this stage;
- Council Tax and NNDR collection rates are encouraging displaying continuing improvement over recent years. However, responding to a significant increase in referral rates, Housing Benefit processing performance is giving cause for concern. A fundamental restructure of the service is currently underway with a clear focus on targeted service improvement by quarter 3 of this financial year.

The performance of the authority cannot be viewed in isolation from what is happening to the global economy, and the knock-on effect to the local Plymouth economy. Consumer confidence is currently at its lowest for the past few years, as banks and stock markets continue to deal with the fall- out from the USA credit rating downgrade. One immediate and obvious impact of the current economic issues could see a further increase in the number of benefit claims. Further strains on local businesses could also result in pressure on rate payments with an impact on our income collection rates.

2. Finance - General Fund Revenue Budget summary

2.1 Council approved a net revenue budget of £208.237m for 2011/12 at its meeting on 28 February 2011. At the end of June 2011, a revenue overspend of £1.294m (0.6%) is forecast. Table I below shows the forecast year end position across departments.

Table I- End of year revenue forecasts

	Council Approved net departmental spending plans 28/2/11 £000	Latest Approved Budget	Latest Forecast Outturn £000	Monitoring Variation to 30 June 2011 £000	
GENERAL FUND BUDGETS					
DIRECTOR FOR CHILDREN AND YOUNG PEOPLE	49,383	49,105	49,039	(66)	-0.13%
DIRECTOR FOR COMMUNITY SERVICES	109,180	108,704	109,677	973	0.88%
DIRECTOR OF DEVELOPMENT & REGENERATION	17,073	17,838	18,015	177	0.99%
DIRECTOR FOR CORPORATE SUPPORT	27,400	26,850	27,060	210	0.78%
CHIEF EXECUTIVE	1,508	3,098	3,098	0	0.00%
CORPORATE ITEMS	3,693	2,642	2,642	0	0.00%
Total Net Budget	208,237	208,237	209,531	1,294	0.62%

2.2 The more significant variations are summarised below:

2.2.1 Children & Young People:

There are no major variances forecasted at this stage. Despite delays in implementing one of the department's Invest to Save initiatives, a reduction in Independent Foster Care placements and early implementation of future year delivery plans in LifeLong Learning have helped to balance the forecasted out-turn.

2.2.2 Community Services:

Adult Social Care is forecasting an overspend of £0.750m on social care with ongoing pressures within learning disabilities and older peoples mental health. The service wide transformation of adult social care provision is gathering pace and partnership working with health has secured £4m of section 256 funding which will be used to jointly commission improved services for health and social care users.

In Environmental Services, a £0.234m overspend is forecast due to increased transport operating and repair costs, offset by vacancies across the service and the estimated Landfill tax rebate. Action is being taken to maximise income from the sale of recyclables and increasing fees and charges.

2.2.3 Development:

There is an income shortfall in economic development due to increased voids and reduced commercial rent linked to the current economic climate. There is also a forecasted overspend in transport due to cost pressures in the shoreline asset management plan, Bretonside Bus Station and on-going pressures in CCTV staffing budgets.

2.2.4 Corporate Support:

There have been delays in implementing the staff restructure within Democracy and Governance Services. Alternative delivery plans are being actively pursued by the service to compensate for this slippage.

There are still budget pressures related to corporate savings on training and workforce development activities that are unlikely to be met solely from corporate budget or staffing resources.

3. **Total Delivery Plan Update**

The table in Appendix B summarises the progress against the published, (December 2010), revenue budget delivery plans by department.

3.1 **Children & Young People - Delivery Plan Update**

Children & Young People have Delivery Plans of £3.790m for 2011/12. The detailed Delivery plan is contained in **Appendix C**

Overall, performance against delivery continues to be strong with the Commissioning & Finance programme board tracking progress on a monthly basis.

In particular, the diversion of Children from Care, being the highest risk, is monitored every month with remedial action being planned as appropriate whilst ensure safeguarding is maintained. Vacant posts are being held across the service attributing to the amber status and once restructures are complete and updated the delivery plans will become green.

3.2 **Community Services – Delivery Plan update**

Community Services has Budget Delivery Plans of £4.686m for 2011/12. The detailed Delivery Plan is shown as **Appendix C**

There are a number of significant risks emerging in the Community Services Delivery plan where savings and efficiencies are possible but will not materialise until the end of the current or the next financial year.

- The Leisure Management contract has been signed and there will be no savings in the current year. Full year savings will occur from 2012/13;
- The programme of Community Asset transfers are unlikely to delivery savings in the current financial year although alternative options may in part produce some savings;

- Business and Administrative Reviews are currently in the early stages of determining the full scope for savings in 2011/12.

Community Services Management Team will continue to develop and consider alternative actions and delivery plans in order to address any such revenue funding shortfalls.

3.3 Development and Regeneration – Delivery Plan update

£0.640m (net) of delivery plans were set within the 11/12 revenue budget for Development and £0.240m are green (more than 50% achieved). Progress against the delivery plans are shown in detail on Appendix C. Any plans not delivered will be replaced by alternative savings”.

3.4 Corporate Support – Delivery Plan update

Corporate Support Services has direct Delivery Plans totalling 2.360m for 2011/12. The detailed Delivery plan is attached as Appendix C

There has been slippage in some delivery plans. However, overall progress is encouraging with either some plans being bought forward or alternative actions put in place. This is reflected in the end of year forecast for the department which, at this stage, is only showing a marginal overspend of £0.210m.

3.5 Corporate Support – Cross Cutting Delivery Plan update

In addition to the above there are indirect (cross-cutting) Delivery Plans within Corporate Support totalling £3.016m to be achieved through savings across the Council. The plans are being driven by Theme groups comprising of cross departmental representatives led by the officers named below. Examples include:

- Delivering the accommodation strategy
- Driving savings from strategic procurement and
- Negotiating revised terms and conditions across the council
- Delivery of the cross cutting delivery plan on negotiating revised Terms and Conditions for staff remains a risk until the three main Unions have signed the relevant agreement;
- Challenge of improving support services whilst managing down spend and meeting delivery plan savings targets;
- Capacity within the department to support the Council’s change agenda and challenging financial targets
- Ensuring that expertise is retained throughout the service and redundancy costs are minimised
- Accommodation Strategy – risk of not achieving required revenue long term savings through delays in obtaining a long term solution for the future of the Civic Centre.

- Any delay in the implementation of the new Customer Relationship Management system will delay the move of services into the Customer Service team and subsequent cross cutting delivery plan.

3.6. Chief Executive – Delivery Plan update

Chief Executives has a total Delivery Plan of £0.4m for 2011/12.

- The main risk at this stage is within the Printing, publicity and Advertising delivery plan which is currently RED and is awaiting confirmation of savings from other council departments.
- Any delay in the completion of the restructure would reduce the savings achieved in the current year.

5. CAPITAL

- 5.1 The current capital programme for 2011/12 is £99.966m which was approved at Full Council in June 2011. This includes £19.134m within the Children and Young People programme in relation to approved capital works at the two academies. The revised 2011/12 forecast at the end of June is £102.975m which is shown below along with how it will be financed.

Table 4 – Revised Capital Programme for 2011/12 & Financing

Service	Original Budget (Approved April 11)	Latest Approved Budget (Approved June 2011)	New Schemes Approved at July '11 Full Council	New Schemes for Approval at October Council	Variations for Approval at August Cabinet	June 2011 Latest Forecast
		£000	£000	£000	£000	£000
Children & Young People Services	34,067	37,275	0	140	4	37,419
Community Services	24,838	26,932	0	2,362	0	29,294
Corporate Support	9,093	10,274	1,990	0	(1,074)	11,190
Development/Regeneration	21,376	25,485	350	349	(1,112)	25,072
TOTAL	89,374	99,966	2,340	2,851	(2,182)	102,975

Financing	£000
Capital Receipts	19,792
Unsupported Borrowing	26,082
Supported Borrowing	324
Grants, Contributions & S106	54,832
Revenue & Funds	1,945
Total	<u>102,975</u>

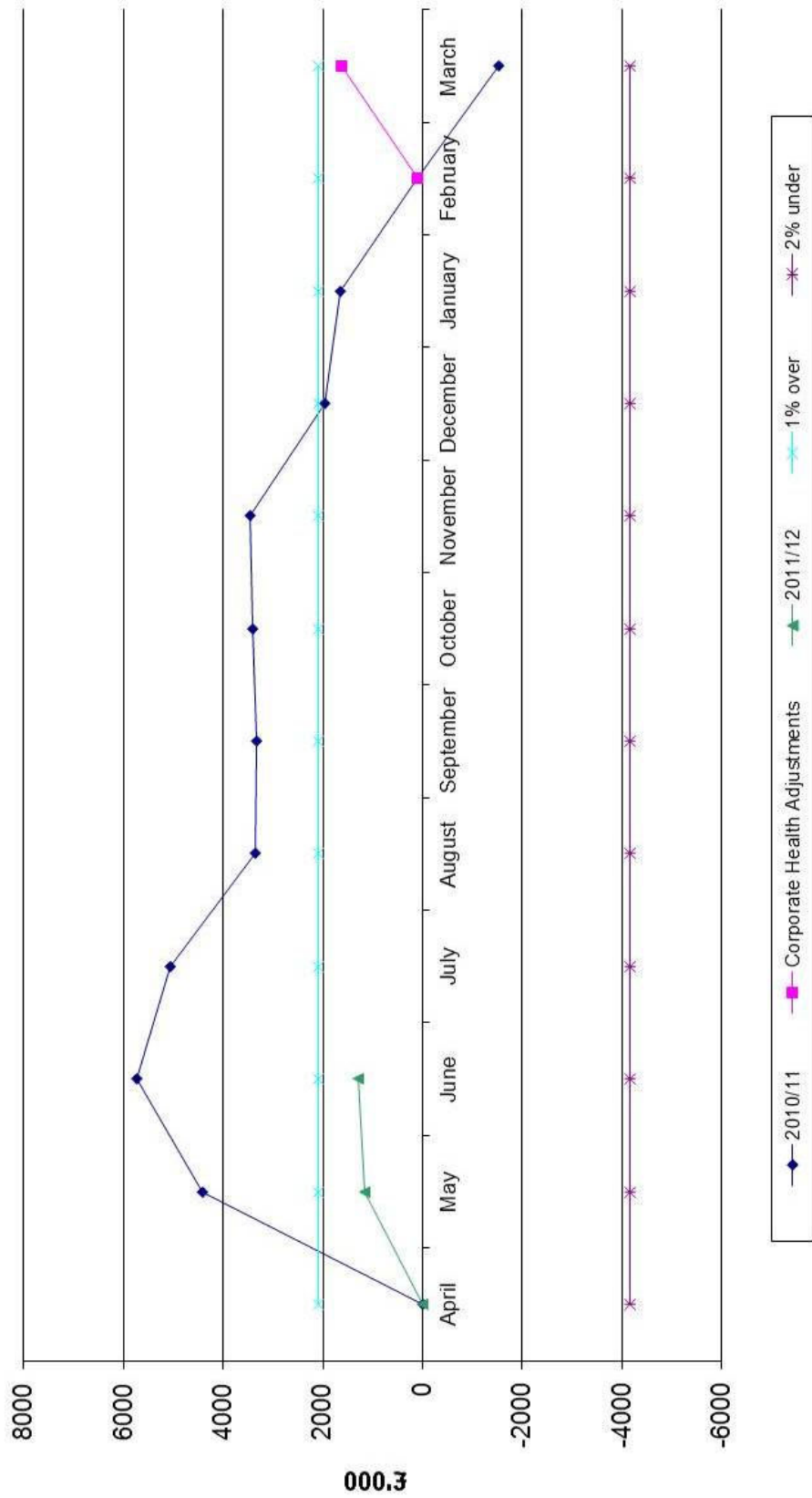
- 5.2 Full Council in July 2011 agreed the addition of two new capital projects into the 2011/12 programme. Firstly, £1.990m for a replacement for our existing SAP payroll system. This will avoid expensive licensing costs and ensure greater conformity and integration with other core council systems thus generating further efficiencies. £0.350m capital investment, funded by Invest to Save, for a 'pay on foot' system at Western Approach car park will modernise the service and generate improved income rates whilst reducing staff costs regarding non-payment enforcement.

Table 7 – Capital Medium Term Forecast

	2011/12 Revised £000	2012/13 Revised £000	2013/14 Revised £000	2014/15 Revised £000	Total £000
Children's Services	37,419	10,123	1,021	0	48,563
Community Services	29,294	2,446	177	337	32,254
Corporate Support	11,190	3,263	500	0	14,953
Development & Regeneration	25,072	9,684	6,523	7,371	48,650
	102,975	25,516	8,221	7,708	144,420

Funding Source	£'000
Capital Receipts	24,128
Unsupported Borrowing	29,307
Supported Borrowing	324
Grants, Contributions & S106	88,716
Revenue & Funds	1,945
Total	<u>144,420</u>

General Fund Monitoring Comparison 2010/11 & 2011/12



Delivery Plan Summary

Department	Total Delivery Plans	Red	Amber	Green
	£000	£000	£000	£000
CHILDREN & YOUNG PEOPLE	3,790	0	1,440	2,350
COMMUNITY SERVICES	4,686	930	1,622	2,134
DEVELOPMENT & REGENERATION	790	250	300	240
CORPORATE SUPPORT	5,376	1,150	3,065	1,161
CHIEF EXECUTIVE	400	100	300	0
CORPORATE ITEMS	600	0	0	600
Total Delivery Plans	15,642	2,430	6,727	6,485
% Total Delivery Plans	100.0%	15.5%	43.0%	41.5%

Overall, progress against this challenging agenda is encouraging, with just fewer than 85% of plans rated as Green or Amber status.

A detailed breakdown, by department can be seen at **Appendix C**.

	Delivery Plan Savings	Budget	Risk	Progress Update	Revised	
					2011/12	R/A/G
					£000	
Balancing the budget : Areas for savings, efficiency gains or increase income						
1	Transport: Cease concessionary transport, review Special School routes and develop a more flexible approach for Special Educational Needs Transport from Sept '11	280	A	Transport Policy changes re cessation of Concessionary fares on track for implementation from Sept 2011. However, these changes will only produce a part year saving. Further alternative options are being explored to bridge shortfall.	A	
2	Locality Restructure	100	A	Already achieved - secondment ceased. Post remain vacant pending wider locality review.	A	
3	Disability Service Restructure	70	A	On track - deletion of posts and use of grant	G	
4	Review staffing requirements in the light of changes to statutory Special Educational Needs policies	0	A	Restructure of SEN Services planned as part of department restructure	A	
LEARNER & FAMILY SUPPORT TOTAL:		450				
5	Equalities and Diversity reconfiguration	0	G	No action required for 2011/12. However, the service will be subject to a number of other DP's and a restructure that are being dealt with at DMT level		
6	Reduce Primary Advisory support	0	G			
7	Early Years - reduction in staffing	0	G			
LIFELONG LEARNING TOTAL:		0				
8	Recommissioning of placements years 0-24 in line with 'Diversion of Children From Care' PLAN	400	R	Cost and volume contract re-negotiated. In-house fostering recruitment assessments continuing. £0.260m market rate savings and £6k savings on existing frameworks. Performance scorecard developed to track Diversion of Children from Care strategy and this is reviewed each month so remedial action can be implemented as early as possible.	A	
9	Staff reductions - Impact of reducing services	0	R	Supernumery posts (over establishment) now deleted and agency staff reduced. Permanent front-line staff recruitment under offer. Structures will contract in future years as the number of children in care is reduced whilst safeguarding is maintained	A	
10	Secure Budget - Trends show that there has been a reduction in court ordered placements (£150k) Transport (£30k)	180	A	No secure placements used. However, the Home Office transfer of financial responsibility for young offenders remanded to the local authority may have an impact	A	
11	Youth Offending Service - reduce PCC Contribution by 10%	50	G	Achieved realigning service - integrating preventative service with youth service	G	
12	Review and reduce financial support and non statutory payments made to Care Leavers and review B&B	130	G	Achieved WEF 1/4/2011	G	
13	Integration of various child care services - restructuring to deliver efficiencies	0	A	Intensive support service diverting children from care	A	
CHILDREN SOCIAL CARE TOTAL:		760				

Savings delivered to Children & Young People by other budget delivery groups:

14	Performance and Intelligence: rationalise performance management, completion of government returns and data analysis across the council. 1/3rd of total planned savings applied to Children & Young People at this early stage of development	100	G	Informal staff consultation completed and restructuring is currently in progress	A
15	Administration & Business Support Review: Rationalise Business Support & Administration across the council. Includes savings generated from Care First project	220	A	Agreement to hold vacant posts pending formal restructure. Staff being surveyed.	A
16	Printing, Publicity and Advertising: challenge the current demand across the council and rationalise future publicity & advertising activity. Notional saving for department based on total council spend.	100	A	Budget reductions agreed and savings identified against cost centres. Actual spend to be closely monitored to determine level of savings achievable	A
17	Reduction in Senior Management: consistent with other departmental plan, objective of reducing senior management by 20%	50	G	Vacant posts identified for initial discussion and following Union consultation these have now been deleted	G
18	School Catering: Charge Schools for packed lunch catering arrangement* (Blue Collar Group)	60	A	Following confirmation of school lunch grant for 2011-12, work in progress to identify details and impact for affected schools	A
19	Area Based Grant reduction	350		EIG focus is shifting to prevention. EIG commitments reviewed and a programme of contract award is in place.	G
20	Early Intervention Grant reduction	1,700		Children's plan approved so now the remaining EIG can be targeted against priorities. Tendering and SLA's will be the next steps. Planned savings blocks on the EIG will target £2.005m savings which will contribute towards the ABG target DP20 above.	G
SAVINGS FROM OTHER DELIVERY GROUPS:		2,580			

TOTAL OF ALL DELIVERY PLANS: CHILDREN & YOUNG PEOPLE	3,790
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RAG RATING RULES
Green = clear plans in place / capacity to deliver identified / more than 50% of financial savings have already been realised
Amber = clear plans in place / capacity to deliver identified / clear milestones and project management arrangements identified / evidence of significant progress against these milestones
Red = no clear project plan / no milestones in place to evidence achievability of required revenue savings for 2011/12 and / or no clear capacity identified in order to implement the delivery plan.

Balancing the budget : Areas for savings, efficiency gains or increase income		Delivery Plan savings		Progress Update	Revised R/A/G
		2011/12	Budget		
		£000	Risk		
1	Domiciliary Care Services: remodel in house provision	342	A	Reablement business case developed. Risk re health and social care money to delivery	A
2	Supported Living: remodelling of services and standardisation of unit rates	262	A	Delivered or on track	G
3	Care Management Services: reviewing of high cost packages and alternative service provision	200	A	Delivered	G
4	Day Care: remodelling of services and standardisation of unit rates	164	G	Delivered or on track	G
5	Enabling and Floating Support: remodelling of services and standardisation of unit rates	463	A	Delivered or on track	G
6	Residential Care - Under 65: remodelling of services and standardisation of unit rates	570	A	On track	A
7	Workforce re-modelling: linked to CareFirst 6 and Charteris Business Process Re-design	320	A	On track. Risks to delivery around CareFirst 6 training and HR capacity	A
ADULT SOCIAL CARE TOTAL:		2,321			
8	Events, grants and other funds initiatives	140	A	The delivery plans continue to be worked through to achieve the required savings	A
9	Reduction in revenue support grants - Theatre Royal & Pavilions	120	A	On target saving realised. Pavilions site market test will provide greater clarity on way forward for achieving future year savings.	G
10	Library Service: modernisation of service.	370	R	Library service review is continuing. £380k savings on track through staff restructure along with other actions within the service.	G
11	Museum: restructure	50	G	Savings realised through restructure.	G
12	Transfer of assets: transfer of assets / facilities to local community ownership.	0	R	Not due to commence until 2012/13, but research underway	G
CULTURE, SPORTS & LEISURE TOTAL:		680			

Community Services Delivery Plans June '11

APPENDIX C

Community Services - Savings delivered through other Budget Delivery Groups:

13	Performance and Intelligence: rationalise performance management, completion of government returns and data analysis across the council. 1/3rd of total planned savings applied to Community Services at this early stage of development	100	R	Community Services Staff included in ringfence. Restructure currently in progress	A
14	Administration & Business Support Review: Rationalise Business Support & Administration across the council.		R	Community Services engaged in project proposals but no firm savings yet identified.	R
15	Printing, Publicity and Advertising: challenge the current demand across the council and rationalise future publicity & advertising activity. Notional saving for department based on total council spend.	100	A	Community Services engaged in project proposals but no firm savings yet identified.	R
16	Equalities: Transforming Translate Plymouth to self financing model and other reshaping of the service to reflect national changes, local priorities & deliver efficiency savings.	70	G	Post deleted and self financing model established. NHS have signed a short term SLA and negotiations over Longer Term SLA are looking positive.	G
17	Bulky waste: Increase bulky waste collection charge	15	G	The charges were increased on the 1st April 2011.	G
18	Management of Toilets: Transfer some public toilets from PCC to be maintained by others	200	A	Independent research into footfall is underway and a range of options will shortly be presented to Cabinet Planning	R
19	Playgrounds: Transfer some playgrounds to local community ownership	50	A	Dialogue with the community sector is underway and play spaces are being surveyed	R
20	Bowling Greens: Transfer some bowling greens to clubs / local community ownership	160	A	Plan to increase fees from April 2012 (Fee structure to be agreed), meetings with Bowling Clubs has taken place to discuss future options for alternative delivery models.	R
21	Cemeteries & Crematoria: increase fees above the rate of inflation	300	A	Charges were increased on 1st April 2011	G
22	Rationalisation of Environmental Services Structure	120	A	Completed. Posts removed from establishment by 1 April 2011	G
23	City water features: to be delivered by others	70	G	Annual maintenance was not undertaken however, a long term solution is still needed as water features are incurring cleaning costs	R
24	Reduction in Senior Management: consistent with other departmental plan, objective of reducing senior management by 20%	50	G	A range of options are currently being considered	A
25	Leisure Management Contract	250		The Leisure Management contract has now been awarded and will commence in February 2012 so there will be no savings in the current year. Full year savings will occur from 2012/13.	R
26	Review specialist placement spend	200		On track	A
SAVINGS FROM OTHER DELIVERY GROUP TOTAL:		1,685			
TOTAL OF PLANS FOR COMMUNITY SERVICES:		4,686			

RAG RATING RULES

Green = clear plans in place / capacity to deliver identified / more than 25% of financial savings have already been realised

Amber = clear plans in place / capacity to deliver identified / clear milestones and project management arrangements identified / evidence of significant progress against these milestones

Red = no clear project plan / no milestones in place to evidence achievability of required revenue savings for 2011/12 and / or no clear capacity identified in order to implement the delivery plan.

Development & Regeneration Delivery Plans June '11 Appendix C

Balancing the budget : Areas for savings, efficiency gains or increase income		Delivery Plan Savings		June '11	
		2011/12	Budget	Progress Update	2011/12 Revised
		£000	Risk		R/A/G
1	Family Intervention and Anti Social Behaviour: Review and rationalise the service to account for a total loss in Revenue Grant £682k	210	A	Saving to alleviate pressure achieved through reducing the service to fit the resources available in 2011/12, continuing to seek external funding, negotiating income from Registered Social Landlords £200k and EIG Grant £400k (£268k reduction from 2009/10). No sustainable solution identified for 2012/13 onwards.	G
2	Package of Transport Options: considering options for increased income and/or revised service provision. For example, subsidised bus fares, shop mobility, car park charges etc.	300	Risk	Savings identified to date: £130k from new concessionary fare repayment mechanism; £50k from Access Plymouth; £30k from Boat Moorings; £20k from income on S278/38 works. Shortfall in savings plans of £70k still being reviewed	A
3	Loss of Grant Funding: New Growth Points revenue grant removed (£1.02m). Replacement grant funding still requires further clarification	(1,020)	A	Already reduced expenditure/staffing to take account of lost grant as far as possible without adversely affecting growth agenda	G
4	Create a Growth Fund: creating a 'ring fenced' revenue growth fund from potential new revenue streams which are currently out to consultation and will become live from April 2011.	550	A	New Homes Bonus announced and ring-fenced through growth fund	G
	NEW Additional income to be achieved through new growth related revenue streams e.g. New Homes Bonus	300	A	New Homes Bonus announced and ring-fenced through growth fund	G
5	Economic Development: removal of remaining contribution to City Development Company.	200	G	Closure of the CDC delivered ongoing £200k saving, however, a CDC Legacy Fund working with the HCA and RDA has been created to support economic development activity	G
	NEW Additional income to be achieved through Fees and Charges	100	Risk	Department reviewing all fees and charges over and above those already built into the base budget and taking into account the difficult economic climate	R
DEVELOPMENT DIRECT PLANS TOTAL:		640			

Savings delivered to Development by other budget delivery groups:

6	Administration & Business Support Review: Rationalise Business Support & Administration across the council.	0	A	Department has already taken action to further reduce admin support in base budget of £66k.	A
7	Printing, Publicity and Advertising: challenge the current demand across the council and rationalise future publicity & advertising activity. Notional saving for department based on total council spend.	100	A	Department has already taken action to reduce service base budgets in these areas by £67k. Additional savings will be required to achieve this target and when identified during the year it is anticipated that the RAG rating will become green	R
8	Reduction in Senior Management: consistent with other departmental plan, objective of reducing senior management by 20%	0	G	Awaiting wider Corporate proposal but no impact on 2011/12	G
9	NEW Reduction in Senior Management: Accelerate implementation of senior management restructure	50	A	Awaiting wider Corporate proposal. Assumed to be effective from September 2011.	R
SAVINGS FROM OTHER DELIVERY GROUPS:		150			

TOTAL OF ALL DELIVERY PLANS FOR DEVELOPMENT:	790
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RAG RATING RULES

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Amber = clear plans in place / capacity to deliver identified / clear milestones and project management arrangements identified / evidence of significant progress against these milestones

Red = no clear project plan / no milestones in place to evidence achievability of required revenue savings for 2011/12 and / or no clear capacity identified in order to implement the delivery plan.

Corporate Support Services Delivery Plans June '11 Appendix C

Balancing the budget : Areas for savings, efficiency gains or increase income		Delivery Plan savings		Progress Update	2011/12
		2011/12	Budget		Revised
		£000	Risk		R/A/G
1	Finance: further refinement of the staff structure	100	G	Modification to the structure concerning Finance Management Team restructure were presented to Unions in July '11 and formal consultation is currently in progress	A
2	Corporate Property: Management restructure and efficiency savings on Facilities Management	100	G	Consultation with the Unions completed in February 2011. 3 Posts were removed in June 2011 and the £100k 2011/12 savings have started to be realised.	G
3	Cashiers: Revise and refine the council's approach to cash collection	100	A	Cashiers closed. Combined with plans 4, 5 & 7. We are now midway through the restructure process and new structure will have full implementation from 1 November 11, with full savings coming on stream once staff have been through redeployment process.	G
4	Debt Management: better co-ordination of existing processes. Challenge the effective use of legal services / balifs etc	100	G	Cashiers closed. Combined with plans 4, 5 & 7. We are now midway through the restructure process and new structure will have full implementation from 1 November 11, with full savings coming on stream once staff have been through redeployment process.	A
5	Income Generation: increase selling of support services externally and explore the potential for advertising on corporate assets	50	A	Cashiers closed. Combined with plans 4, 5 & 7. We are now midway through the restructure process and new structure will have full implementation from 1 November 11, with full savings coming on stream once staff have been through redeployment process.	A
6	Audit Fee: Negotiate a reduction in external and internal audit scope and associated fees	50	G	Revised fee negotiated. Financial savings have been delivered. No FTE impact.	G
24*	Benefits Subsidy: Improvements to Housing Benefits subsidy claim to maximise income from benefit overpayments.	300	G	Joint work between finance and revs & bens has reduced our financial liability to DWP in respect of 2008/09 and 2009/10 claims. Improved processes to maximise HB subsidy claim. This financial saving is achievable based on current monitoring information.	G
7	Customer Services & Revenues & Benefits: integration of services, including Single Point of Contact & increased use of the Council website	300	A	Cashiers closed. Combined with plans 4, 5 & 7. We are now midway through the restructure process and new structure will have full implementation from 1 November 11, with full savings coming on stream once staff have been through redeployment process.	A
8	Human Resources: staff restructure (relies on e-transactions, shared services & investment). To include a review of Trade Union Facilities	50	G	5.2 FTE reduction July 2011 further savings to be achieved through SharePoint and a new payroll database	G
9	Training & Development: review the provision of training throughout the department / council	350	G	Saving target includes ICT training team (£250k). No clear plans in place for this delivery plan to date	R
10	Democratic Services: reduce the level of Civic engagements and restructure the democratic support service	200	A	2 posts advertised and filled and Admin Support reorganised which allows deletion of 2 vacant posts. Consultation to begin on deletion of posts - additional pressures through delay in approving new Constitution and Scrutiny structure after June '11	A
11	Legal Services: Restructure the service and reduce support in non-critical areas	230	A	Discussion with finance over rationalisation of debt underway but delays have adversely impacted on elements of budget savings. Legal Services are therefore revisiting its delivery plan to find alternative delivery methods.	A
12	Registration Service: challenge the structure and increase fees and charges	80	G	New fees and charges introduced, time lag due to advance bookings. Nationality checking being introduced as additional income stream.	G
13	ICT Support: Reduce support provided to departments and minimise duplication across the council (will need some ICT investment)	150	A	Requirements across the Council being gathered and alternative arrangements being analysed for some support services.	R
14	ICT direct costs: Reduce licence costs, lease costs, phone rentals, licences etc	100	G	Reduction in MS enterprise agreement being finalised to deliver required saving. Also currently tendering a Wan contract for the Council that is expected yield savings and improve connectivity across the Council. Around £30k of savings identified to date.	A
15	Data Quality Project. Reduction in duplication across different systems	50	A	Awaiting investment in dynamics and data matching software to be agreed. The savings from this investment will accrue across other departments from operational savings.	R
16	Senior Management: Reduce Senior management structure/ costs by 20%	0	G		G
16a*	Senior Management: Accelerate implementation of Sen Man restructure	50	A	Plans have been formulated and the full report is anticipated to be published for Sept '11	A
CORPORATE SUPPORT DIRECT TOTALS:		2,360			

Corporate Support Services Delivery Plans June '11 Appendix C

Publicly Cross-Cutting: Savings delivered on behalf of, or reliant on, other departments

2011/12

17	Procurement: Procure To Pay / Buyer roll out. Driving efficiencies out of external purchasing	850	A	Buyers now in place for Corporate Support, Community Services, Children's and Development - processes revised and updated. Beginning to realise financial savings. Savings vs target will be closely monitored throughout the year.	A
17a	Corporate Support: Procurement *	381	R	Added target as part of the 2011/12 final budget setting process in February 2011. Proposed contingency of £400k from 2010/11 end of year adjustments.	A
18	Customer Contact Centre: bring in services from other departments into contact centre. Improve service & reduce costs	100	A	Social Care complaints now successfully moved and finalising plan to move car park telephone queries progressing well. Implementation of Microsoft Dynamics CRM critical to moving other services - progress dependent on installation of latest version of Dynamics which is behind schedule.	A
19	Employee Terms & Conditions: review and revise Terms and Conditions across the whole council *	700	A	Initial Union ballot rejected by 2 out of 3 of the Unions. Re-ballot in June 2011 led to 3/3 acceptance. At time of publishing, all of the unions have yet to sign the agreement. £700k savings target at risk due to delay in decision.	R
20	Workforce Management: remove duplication with staff based within departments	70	G	Staff still within departments - next step requires moving resources into one co-ordinated organisational team	R
21	Print and Document Services (PADS) - consider options for future service delivery and/or increase productivity	0	R	Intending to undertake options appraisal back end of 2011/12. No financial or staff savings planned for next financial year	G
22	Accommodation Strategy Phase 1	715	A	Vacated several satellite offices generating £350k under phase 1 from actions to date. Risk of not achieving £750k in 2011/12 due to delay in selling the Civic. Bringing forward Phase 2 asset disposals to mitigate this risk.	A
	Phase 2 (additional)	150	A		A
23	Business Support: restructure across the Council - anticipated savings attributable to Corporate Support	50	G	This plan is aimed at saving significant sums of money across all departments through a comprehensive restructure of Business Support. No tangible plans in place as to how this will be achieved - hence assessed as 'Red'	R
CORPORATE SUPPORT INDIRECT TOTAL:		3,016			

TOTAL DELIVERY PLANS CORPORATE SUPPORT:	5,376
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RAG RATING RULES

Green = clear plans in place / capacity to deliver identified / more than 50% of financial savings have already been realised

Amber = clear plans in place / capacity to deliver identified / clear milestones and project management arrangements identified / evidence of significant progress against these milestones

Red = no clear project plan / no milestones in place to evidence achievability of required revenue savings for 2011/12 and / or no clear capacity identified in order to implement the delivery plan.

Chief Executive Delivery Plans June '11

Appendix C

Balancing the budget : Areas for savings, efficiency gains or increase income	Delivery Plan savings		Progress Update	Revised
	2011/12	Budget		
	£000	Risk	R/AG	
1 Performance and Intelligence: rationalise performance management, completion of government returns and data analysis across the council. 1/3rd of total planned savings applied to Chief Executives at this early stage of development	100	G	Formal consultation due to end 23 May 2011. Implementation expected to commence over the next few weeks. Budgets relating to posts in scope now need to be transferred from departments to CE.	A
CHIEF EXECUTIVE DIRECT PLANS TOTAL:	100			

Savings delivered on behalf of, or reliant on, other departments

2 Consultation: Better joined up / rationalised small team of dedicated consultation staff. Look at duplication between departments and ensure consultation activity is relevant and required	100	G	Forms part of the P&P restructure above. Currently out to formal consultation	A
3 Corporate Subscriptions: challenging the need for subscriptions to professional organisations. Joining up subscriptions and/or removing non essential spend.	100	G	Departments requested to submit business plans. These indicate a substantial saving compared to previous years could be achieved in 11/12, exceeding budget targets but some departments are yet to respond. These savings will not be directly cashable. Final position will not be known until year end but will be monitored during the year.	A
4 Printing, Publicity and Advertising: challenge the current demand across the council and rationalise future publicity & advertising activity. Notional saving for department based on reducing 25% of total council spend.	100	A	Agreement needs to be reached on how savings are removed from departments. Savings are being driven out by the new process for approving publications but this will not deliver the corporate savings of £400k. To be raised/discussed at SMT	R
CHIEF EXECUTIVE INDIRECT PLANS TOTAL:	300			

TOTAL OF ALL DELIVERY PLANS FOR CHIEF EXECUTIVES:	400
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Green = clear plans in place / capacity to deliver identified / more than 50% of financial savings have already been realised

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Red = no clear project plan / no milestones in place to evidence achievability of required revenue savings for 2011/12 and / or no clear capacity identified in order to implement the delivery plan.