

REVENUE BUDGET 2008/09

Planning and Environment Overview and Scrutiny Panel				
SUMMARY	2006/07	2007/08		2008/09
	Actual	Budget	Approved Estimate	Budget
	£000	£000	£000	£000
Learning & Care				
Education - Schools Block	66,411	70,321	70,321	73,201
Dedicated Schools Grant	(66,411)	(70,321)	(70,321)	(73,201)
Children & Young People	13,784	12,845	13,213	13,006
Adult Social Care	26,931	28,737	28,448	29,143
Director's Office	485	391	263	393
Strategy & Resources	1,386	2,213	2,091	1,897
Housing	742	993	991	907
Specific Government Grants	(3,670)	(3,830)	(3,829)	(1,835)
Total Learning & Care	39,658	41,349	41,177	43,511
Community Services				
Highways & Engineering	3,623	3,604	3,590	3,538
Streetcare & Operations	4,179	4,259	4,229	4,216
Planning Services	1,941	1,953	1,886	2,289
Public Protection & Sustainability	8,342	8,717	8,763	9,766
Asset Management	(499)	(473)	(573)	(760)
Leisure Services	2,895	2,817	2,858	2,562
Library Information Heritage & Arts	2,712	2,854	3,010	2,902
Parking Services	(2,486)	(3,190)	(2,773)	(2,811)
Corporate Management	471	645	536	512
Total Community Services	21,178	21,186	21,526	22,214
Corporate Services				
Corporate Management	655	620	616	651
Democratic Services	2,684	2,859	2,988	3,131
Legal Services	248	484	441	526
Corporate Performance and Development	719	720	641	566
Business Improvement	2,990	3,028	2,848	2,753
Customer Service Centre	937	1,036	1,100	1,115
Finance	3,670	3,552	3,453	3,454
Human Resources	1,742	1,671	1,677	1,696
Procurement	109	153	253	348
Total Corporate Services	13,754	14,123	14,017	14,240
TOTAL EXPENDITURE	74,590	76,658	76,720	79,965
Contribution from Earmarked Reserve	(1,141)		(445)	0
Corporate Initiatives	(243)	(681)	(194)	(376)
Other Adjustments		0	(232)	
Levies-				
Environment Agency	73	117	117	123
Capital Financing inc Interest Receipts	3,946	4,550	4,546	5,343
NET REQUIREMENTS	77,225	80,644	80,512	85,055
Less - Special Expenses	(946)	(1,018)	(1,018)	(1,059)
Transfer (from)/ to balances	(44)	0	132	0
GROSS COUNCIL TAX REQUIREMENT	76,235	79,626	79,626	83,996
Working Balances	5,640	5,158	5,596	5,728
Transfer from/to balances	(44)	0	132	0
	5,596	5,158	5,728	5,728

LEARNING & CARE DIRECTLY MANAGED COSTS	2006/07 Actual	2007/08 Budget	2007/08 Approved Estimate	2008/09 Budget
INDIVIDUAL SCHOOLS BUDGET	£000	£000	£000	£000
Expenditure	77,671	76,590	81,577	79,777
Income	(19,994)	(16,634)	(20,513)	(17,397)
Net	57,677	59,956	61,064	62,380
Services provided:				
Delegated and devolved budgets for RBWM's nursery (4), primary (45), secondary (13) and special schools (1) including delegated and devolved grants, and delegated funding for SEN pupils in and resource units				
Staff (full time equivalent):				
2,092.39				
Service Risks:				
Reduction in numbers on roll				
Implications for capital expenditure arising from increased demand for school places				
Changes to levels of government grant				
Recruitment difficulties				
Loss of income in relation to federation or trust schools				
Performance Indicators:				
Key stage results				
Added value indicators				
Ofsted inspection reports				
Attendance targets				
Rate of permanent exclusions from schools				
CENTRALLY MANAGED DSG	£000	£000	£000	£000
Expenditure	12,423	13,704	13,929	14,325
Income	(4,913)	(3,579)	(4,608)	(3,542)
Net	7,510	10,125	9,321	10,783
Services provided:				
Centrally retained schools services funded by grant and Dedicated Schools Grant including early years and childcare. school meals, inclusion, behaviour support, and special needs other than delegated to schools.				
Staff (full time equivalent):				
96.26				
Service Risks:				
Pressure on services from increase in schools requiring support				
Unexpected fluctuations in numbers of 3 & 4 year olds & sessions required.				
Legislative changes in early years funding				
Impact of take-up of school lunches on cost of contract				
Increased number of exclusions, pupils with English as an additional language, pupils with autism etc.				
Unexpected fluctuations in price and demand for high cost out of borough SEN placements				
Performance Indicators:				
Proportion of 3 & 4 year old population accessing the free entitlement.				
Ofsted Inspection outcomes (early years settings)				
NI14 rate of permanent exclusions from schools				
NI52 Take up of school lunches				
Improved outcomes of excluded pupils, and other pupils supported by Inclusion service				
Number and unit cost of out of borough SEN placements				

LEARNING & CARE DIRECTLY MANAGED COSTS	2006/07 Actual	2007/08 Budget	2007/08 Approved Estimate	2008/09 Budget
DEDICATED SCHOOLS GRANT	£000	£000	£000	£000
Expenditure	438	0	0	0
Income	(66,332)	(70,321)	(70,547)	(73,432)
Net	(65,894)	(70,321)	(70,547)	(73,432)
Services provided:				
Dedicated Schools Grant funding the delegated and centrally retained Schools Budget				
Staff (full time equivalent):				
0.00				
Service Risks:				
Under-/overspends against DSG to be carried forward to following year's budget.				
Performance Indicators:				
-				
LOCAL AUTHORITY FUNDED EDUCATION & CHILDREN'S SERVICES	£000	£000	£000	£000
Expenditure	19,524	18,382	18,721	19,868
Income	(5,040)	(5,302)	(5,358)	(6,591)
Net	14,484	13,080	13,363	13,277
Services provided:				
All Local Authority funded children's services including management of Children and Young People, Learning & Achievement, education welfare and psychology, extended learning, management of early years, home to school transport, children's commissioning including SEN, safeguarding, and youth and community.				
Staff (full time equivalent):				
228.74				
Service Risks:				
Increase in number of failing schools and support required from Learning & Achievement Reduction in government grant Unmet needs for welfare & psychology services may lead to more expensive placements and tribunals. Capacity to deliver on statutory duties (e.g. early years, extended learning etc.) Not meeting statutory requirements for SEN, Children and Young People Plan, Children's Trust arrangements Fluctuations in demand for home to school transport services & market led price increases Changes in policy and practice of the PCT affecting SEN commissioning Increase in numbers of children looked after children subject to Child Protection orders Downturn in the economy will reduce locally raised income affecting frontline delivery of local youth services.				

LEARNING & CARE DIRECTLY MANAGED COSTS	2006/07 Actual	2007/08 Budget	2007/08 Approved Estimate	2008/09 Budget
Performance Indicators:				
Educational achievement and progression rates at relevant levels				
Proportion of schools in Ofsted categories				
NI87 Persistent absence rate				
SEN statements completed within 18 weeks				
Timescales relating to multi professional assessment of a child's needs				
Children's centres against target				
Unit cost per pupil / journey (home to school transport)				
Unit cost of children in need / looked after				
Looked after children reviewed within required timescales - APA 100%				
NI 67 Child Protection cases reviewed within required timescales - APA 100%				
NI58 Emotional and behavioural health of children in care				
NI 117 Numbers of NEET (Young people Not in Education, Employment or Training): 4% reducing to 3.7%				
NI 110 Young people's participation in positive activities: 15% of 13-19 population				
Numbers of family placements				
ADULT SOCIAL CARE				
	£000	£000	£000	£000
Expenditure	37,219	38,501	38,733	40,143
Income	(10,288)	(9,764)	(10,285)	(11,000)
Net	26,931	28,737	28,448	29,143
Services provided:				
Community Care management team; Care services for older people, for adults with a physical disability or sensory impairment, for adults with learning disabilities and for adults with mental health needs. Services for Carers; Service commissioning; Concessionary fares; Drugs and Alcohol Action Team.				
Staff (full time equivalent):				
340.95				
Service Risks:				
Failure to protect vulnerable adults.				
Failure to provide care and support to vulnerable people.				
Inability to arrange discharges for people in hospital.				
Failure to meet statutory requirements placed on the authority.				
Failure to meet the requirements of the Commission for Social Care Inspection.				
Failure to properly assess and deal with risk issues.				
Performance Indicators:				
NI 40 Drug users in effective treatment.				
NI 119 Self-reported measure of people's overall health and well-being.				
NI 127 Self-reported experience of social care users.				
NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets).				
NI 136 People supported to live independently through social services (all ages).				

LEARNING & CARE DIRECTLY MANAGED COSTS		2006/07	2007/08	2008/09	
		Actual	Budget	Approved Estimate	Budget
DIRECTOR'S OFFICE		£000	£000	£000	£000
	Expenditure	485	391	521	393
	Income	0	0	(258)	0
	Net	485	391	263	393
Services provided:					
Director of Learning & Care; Director's PA and secretarial support, management of service complaints.					
Staff (full time equivalent):					
5.09					
Service Risks:					
Failure to achieve improvement plan.					
Failure to achieve strategies and policies.					
Performance Indicators:					
Budget management					
Star rating					
All Directorate PIs shown in this report					
STRATEGY & RESOURCES		£000	£000	£000	£000
	Expenditure	1,625	2,320	2,245	2,334
	Income	(239)	(107)	(154)	(437)
	Net	1,386	2,213	2,091	1,897
Services provided:					
Strategy & Support Unit Manager; School Accommodation; Information Team; Systems Team; Workforce Development; Training Team; Administrative support service; Organisational Development.					
Staff (full time equivalent):					
67.25					
Service Risks:					
Failure to achieve project outcomes.					
Failure of 'E-systems'.					
Poor inspection outcomes.					
Government performance reporting.					
Ill-equipped workforce.					
Performance Indicators:					
Accurate and timely submission of all national BVPIs and PIs.					

LEARNING & CARE DIRECTLY MANAGED COSTS		2006/07 Actual	2007/08 Budget	2007/08 Approved Estimate	2008/09 Budget
HOUSING		£000	£000	£000	£000
	Expenditure	2,636	2,902	2,900	2,810
	Income	(1,894)	(1,909)	(1,909)	(1,903)
	Net	742	993	991	907
Services provided:					
Housing Strategy & Policy; Gypsy sites; Homelessness; Supporting People; Housing related support services.					
Staff (full time equivalent):					
16.00					
Service Risks:					
Economic downturn resulting in more homelessness and increased budget pressures.					
Supporting People funding transferring into Local Area Agreements - potential loss of profile.					
Increase in demand due to demographic change.					
Performance Indicators:					
Number of people housed in Bed & Breakfast accommodation.					
Number of low cost housing units built.					
GOSE (Government Office for the South East) report on the Council's Housing Strategy.					
Unit cost of Services.					
NI 141 - Number of vulnerable people achieving independent living.					
NI 142 - Number of vulnerable people who are supported to maintain independent living.					
SPECIFIC GOVERNMENT GRANTS		£000	£000	£000	£000
	Expenditure	17	0	0	0
	Income	(3,687)	(3,830)	(3,829)	(1,835)
	Net	(3,670)	(3,830)	(3,829)	(1,835)
TOTAL LEARNING AND CARE DIRECTLY MANAGED COSTS		39,651	41,344	41,165	43,513

APPENDIX C

COMMUNITY SERVICES DIRECTLY MANAGED COSTS	2006/07 Actual	2007/08 Budget	2008/09 Approved Estimate	2008/09 Budget
HIGHWAYS & ENGINEERING	£000	£000	£000	£000
Expenditure	4,310	4,627	4,613	4,586
Income	(687)	(1,023)	(1,023)	(1,048)
Net	3,623	3,604	3,590	3,538
Services provided:				
Street Lighting, Winter Maintenance, Public Transport Support, Rights of Way, Traffic Management, Road Safety & School Crossings and Other Highway Services				
Staff (full time equivalents):				
41.45				
Service Risks:				
Adverse weather conditions affecting winter maintenance				
Performance Indicators:				
NI 47 People killed or seriously injured in road traffic accidents.				
Percentage street lamps not working.				
Winter maintenance number of call outs.				
NI 168 & NI 169 Roads where maintenance should be considered.				
Number of passengers on subsidised bus services.				
Percentage of total lengths of footways and Rights of Way which are used by members of the public.				
STREETCARE & OPERATIONS	£000	£000	£000	£000
Expenditure	4,735	4,768	4,748	4,854
Income	(556)	(509)	(519)	(638)
Net	4,179	4,259	4,229	4,216
Services provided:				
CCTV, Operational Traffic Management, Land Drainage, Emergency Planning, Streetscene, Amenity Litter and Public Conveniences				
Staff (full time equivalents):				
40.35				
Service Risks:				
Impact of inclement weather. Failure to maintain the streetscene to a statutory minimum level to maintain safe standards.				
Performance Indicators:				
NI 195 & NI 196 Improved street and environmental cleanliness.				
NI 189 Flood risk management.				

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COMMUNITY SERVICES DIRECTLY MANAGED COSTS	2006/07 Actual	2007/08 Budget	2008/09 Approved Estimate	2008/09 Budget
PLANNING SERVICES	£000	£000	£000	£000
Expenditure	4,142	4,379	4,396	4,681
Income	(2,201)	(2,426)	(2,510)	(2,392)
Net	1,941	1,953	1,886	2,289
Services provided:				
Building Control, Joint Strategic Planning, Development Control, Planning Policy, Transport Policy & Implementation				
Staff (full time equivalents):				
89.52				
Service Risks:				
Income affected by economic downturn. IT system failure.				
Performance Indicators:				
NI 157 Processing of planning applications as measured against targets for 'major', 'minor', and 'other' applications.				
NI 198 Children travelling to school - mode of travel usually used.				
PUBLIC PROTECTION & SUSTAINABILITY	£000	£000	£000	£000
Expenditure	9,903	9,519	9,565	9,998
Income	(1,561)	(802)	(802)	(232)
Net	8,342	8,717	8,763	9,766
Services provided:				
Environmental Health, Trading Standards, Refuse Collection & Disposal, Recycling & Environmental Protection.				
Staff (full time equivalents):				
40.28				
Service Risks:				
Failure to meet minimum legislative requirements				
Performance Indicators:				
NI 191 Residual household waste per head.				
NI 192 Household waste recycled and composted.				
NI 193 Municipal waste land filled.				
NI 182 Satisfaction of businesses with LA regulation services.				
NI 183 Impact of LA services on the fair trading environment.				
NI 184 Food establishments compliant with food hygiene law.				
NI 185 CO2 reduction from LA operations.				
NI 186 Per capita CO2 emissions.				
NI 187 Tackling fuel poverty.				
NI 188 Adapting to climate change.				
NI 190 Achievement in meeting standards for the control system for animal health.				
NI 194 Level of air quality.				

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COMMUNITY SERVICES DIRECTLY MANAGED COSTS	2006/07 Actual	2007/08 Budget	2008/09 Approved Estimate	2008/09 Budget
ASSET MANAGEMENT	£000	£000	£000	£000
Expenditure	3,473	3,521	3,486	3,547
Income	(3,972)	(3,994)	(4,059)	(4,307)
Net	(499)	(473)	(573)	(760)
Services provided:				
Industrial & Commercial Estates & Administrative Buildings				
Staff (full time equivalents):				
26.58				
Service Risks:				
Income affected by economic downturn. Failure to meet minimum legislative requirements including Fire Safety and Legionella policies.				
Performance Indicators:				
Percentage of void properties				
LEISURE SERVICES	£000	£000	£000	£000
Expenditure	9,663	9,452	9,534	9,605
Income	(6,768)	(6,635)	(6,676)	(7,043)
Net	2,895	2,817	2,858	2,562
Services provided:				
Parks, Cemeteries, Allotments & Leisure Centres				
Staff (full time equivalents):				
174.96				
Service Risks:				
Major breakdown or plant failure. Income affected by economic downturn. Failure to adhere to Health & Safety practice.				
Performance Indicators:				
Visits per head of population; Total income per visit; visits per metre squared. NI 8 Adult participation in sport.				

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COMMUNITY SERVICES DIRECTLY MANAGED COSTS	2006/07 Actual	2007/08 Budget	2008/09 Approved Estimate	2008/09 Budget
LIBRARY INFORMATION HERITAGE & ARTS	£000	£000	£000	£000
Expenditure	2,982	3,101	3,217	3,137
Income	(270)	(247)	(207)	(235)
Net	2,712	2,854	3,010	2,902
Services provided:				
Libraries, Information, Arts & Heritage				
Staff (full time equivalents):				
63.06				
Service Risks:				
Socio-demographic & technological changes impacting on service take-up and income generation. IT system failure preventing service delivery within existing staffing levels.				
Performance Indicators:				
NI 9 Use of public libraries				
NI 10 Visits to museums or galleries				
NI 11 Engagement in the arts.				
PARKING SERVICES	£000	£000	£000	£000
Expenditure	3,084	3,206	3,303	3,859
Income	(5,570)	(6,396)	(6,076)	(6,670)
Net	(2,486)	(3,190)	(2,773)	(2,811)
Services provided:				
Coach & Car Parks, On Street Parking and Decriminalised Parking Enforcement				
Staff (full time equivalents):				
71.68				
Service Risks:				
Breakdown of equipment. Income affected by economic downturn.				
Performance Indicators:				
Total number of car park users; income per space				

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COMMUNITY SERVICES DIRECTLY MANAGED COSTS	2006/07	2007/08		2008/09
	Actual	Budget	Approved Estimate	Budget
CORPORATE MANAGEMENT	£000	£000	£000	£000
Expenditure	499	712	603	522
Income	(28)	(67)	(67)	(10)
Net	471	645	536	512
Services provided:				
Management services for Community Services Directorate				
Staff (full time equivalents):				
12.14				
Service Risks:				
-				
Performance Indicators:				
-				
TOTAL COMMUNITY SERVICES DIRECTLY MANAGED COSTS	21,178	21,186	21,526	22,214

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2006/07 Actual	2007/08 Budget	2008/09 Approved Estimate	2008/09 Budget
CORPORATE MANAGEMENT	£000	£000	£000	£000
Expenditure	656	620	616	651
Income	(1)	0	0	0
Net	655	620	616	651
Services provided:				
Chief Executive including immediate support staff and Corporate Management (those expenses which cannot be attributed to individual services but benefit the whole organisation)				
Staff (full time equivalent):				
2.81				
Service Risks:				
Conflict between Members' and Service Users' expectations. Failure to achieve improvement Plan. Failure to achieve Strategies and Policies.				
Performance Indicators:				
Achievement of a good result in the Comprehensive Area Assessment (CAA) evaluation. Achievement of the targeted savings in the costs of goods and/or services in alignment with MTFP. Performance management becoming embedded across all Council services. Incorporation of the new Administration's priorities and ensure all Councillors are able fully to participate in the decision making process. Completion of staffing reorganisation and restructure, including CSC review				
DEMOCRATIC SERVICES	£000	£000	£000	£000
Expenditure	3,658	3,763	3,881	4,021
Income	(974)	(904)	(893)	(890)
Net	2,684	2,859	2,988	3,131
Services provided:				
Members Services; Mayoral and Civic; Electoral Services; Corporate Communications and Marketing; Town Management; Grants to Voluntary Bodies; Facilities Management; Public Halls; Christmas Lights; Visitor Management; Crime and Disorder: Local Area Agreements; Partnerships; Consultation				
Staff (full time equivalent):				
45.94				
Service Risks:				
Inability to deliver the Unit Service Plan due to resource challenges. <u>Crime and Disorder</u> - main risk is the reduction of external grant funding.				
Performance Indicators:				
<u>Democratic Services:</u> Members' training and development programme delivery - % take-up and satisfaction levels				
<u>Elections</u> Improve on 81.35% canvass return in 2006				
<u>Corporate Communications and Visitor Management</u> Increase electronic availability of "Around The Royal Borough"				
<u>Community Safety</u> Meet all targets in LAA. Achieve improvements in Community Warden service				

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2006/07 Actual	2007/08 Budget	2008/09 Approved Estimate	2008/09 Budget
LEGAL SERVICES	£000	£000	£000	£000
Expenditure	1,718	1,862	1,851	1,943
Income	(1,470)	(1,378)	(1,410)	(1,417)
Net	248	484	441	526
Services provided:				
Legal Services; Licensing Services; Local Land Charges: Coroner; Registrar;				
Staff (full time equivalent):				
36.81				
Service Risks:				
<u>Local Land Charges</u>				
That the income target will not be reached due to economic downturn.				
Performance Indicators:				
Legal Services				
To reduce the number of cases taking longer than 12 weeks by 10%				
To increase the number of customers who are more than satisfied/satisfied to 90% from 77%.				
<u>Local Land Charges</u>				
Service has target to turnaround land charges within 10 days. Current performance is 1-2 days.				
CORPORATE PERFORMANCE AND DEVELOPMENT	£000	£000	£000	£000
Expenditure	948	1,004	925	859
Income	(229)	(284)	(284)	(293)
Net	719	720	641	566
Services provided:				
Corporate Performance and Development; Youth Offending Team; Diversity and Equality				
Staff (full time equivalent):				
34				
Service Risks:				
Youth Offending Team -Lack of appropriately trained specialist staff can impact on service delivery. Conflicting targets (other agencies) can affect performance				
Performance Indicators:				
Corporate Performance and Development				
Establish an appropriate final new model LAA for the coming period.				
<u>Youth Offending Team</u>				
The YOT contributes to ECM agenda and works towards achieving KPIs set by the Youth Justice Board.				
Performance Data is reviewed quarterly				

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2006/07 Actual	2007/08 Budget	2008/09 Approved Estimate	2008/09 Budget
BUSINESS IMPROVEMENT	£000	£000	£000	£000
Expenditure	3,635	3,512	3,332	3,245
Income	(645)	(484)	(484)	(492)
Net	2,990	3,028	2,848	2,753
Services provided:				
<p>Service desk, desktop support, school ICT administration support and development, infrastructure management including networks, servers and data centre. Account management, GIS and property information service, corporate systems support and development. Project Management, system analysis and capacity planning.</p> <p>Metrics</p> <ul style="list-style-type: none"> · Annual E-mails received – 4,000,000 · 1,000,000 internet sites accessed a month. · 2350 system users supported. · 2100 Desktop/Laptops supported. 				
Staff (full time equivalent):				
51.62				
Service Risks:				
<p>Unplanned work taking limited resources from planned work. Inadequate project management. Complex nature of some systems and projects. Security vulnerabilities</p>				
Performance Indicators:				
<p>95% of service desk calls resolved within service level agreement standard. Systems available 100% of planned production time. 100% data back-up in accordance with back-up plan. 80% staff working away from office at least 2 days a week.</p>				

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2006/07 Actual	2007/08 Budget	2008/09 Approved Estimate	2008/09 Budget
CUSTOMER SERVICE CENTRE	£000	£000	£000	£000
Expenditure	1,014	1,771	1,264	1,284
Income	(77)	(735)	(164)	(169)
Net	937	1,036	1,100	1,115
Services provided:				
<p>The Customer Service Centre (CSC) provides the first point of contact for residents and customers. Support provides the central mail co-ordination, and distribution service, and is the proposed location for centrally scanned documents.</p> <p>Post Room provides the central mail co-ordination, and distribution service, and is the proposed location for centrally scanned documents.</p> <p>This budget includes the Print Centre team which provide a printing and copying service</p>				
Staff (full time equivalent):				
43.61				
Service Risks:				
<p>CSC:</p> <p>Adequate staffing levels to meet variable contact demands within target service levels.</p> <p>Time available for staff training and development is appropriate to meet diverse service requests of the customer.</p> <p>Systems to inform customers when service is at capacity and to advise alternative contact methods. Telephone and CRM System reliability to meet customer demand.</p> <p>New services introduced to the CSC are project managed and adequately resourced.</p> <p><u>Post Room:</u> Age of franking machines; introduction of centralised scanning operation</p> <p><u>Print Room:</u> Cost of service provision not being met by charges made to internal customers; uncompetitive service pricing and service level.</p>				
Performance Indicators:				
<p>CSC</p> <p>85% of calls answered within 30 seconds</p> <p>Abandoned calls less than 8% of all calls (excluding those abandoned in first 10 secs)</p> <p>Walk in customer wait time average of 10 minutes</p> <p>80% of contacts resolved at point of contact</p> <p>Contact Council accreditation by 31 December 2008</p> <p>5% increase on 2007/8 volumes in contacts made over the web through self service.</p> <p><u>Post Room</u></p> <p>Mail sorted and distributed on day of collection</p> <p>Mail dispatched on day of receipt.</p>				

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2006/07	2007/08		2008/09
	Actual	Budget	Approved Estimate	Budget
FINANCE	£000	£000	£000	£000
Expenditure	37,320	36,643	36,546	37,690
Income	(33,650)	(33,091)	(33,093)	(34,236)
Net	3,670	3,552	3,453	3,454

Services provided:

Strategic Finance; Accountancy; Council Tax and Business Rates Collection; Housing and Council Tax Benefits; Housing Advances; Pensions Fund; Corporate Treasury Management; Exchequer Services; Audit and Review;

Staff (full time equivalent):

122.64

Service Risks:

Accountancy

The main risk arises from loss of key staff. This may be mitigated through job rotation and an adequate regime of training, both professional and operational.

Council Tax and Business Rates

Inability to bill ,recover ,and enforce, council tax or business rates due to resource challenges

Housing and Council Tax Benefits

Inability to administer housing and council tax benefit due to resource challenges. Resources being staff and systems

Exchequer Services

The main risk arises from loss of key staff. This is mitigated by sharing the knowledge base and appropriate training.

Internal Audit

95% recommendations agreed by Management

98% customers ranking the Internal Audit Service as 'good' or above'

Benefit Fraud

Commence investigations on high/medium risk-assess referrals within 10 working days.

Insurance and Risk Management:

Risk Management

Risk profile 80% of high or medium risk services within 12 months.

Review 100% of risks on Corporate Risk Register with relevant service managers within 12 months.

Insurance

100% of liability claims dealt with in the pre action protocol timescales

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2006/07 Actual	2007/08 Budget	2008/09 Approved Estimate	2008/09 Budget
Performance Indicators:				
Accountancy Final accounts completed with unqualified audit report Grant claims submitted by due date				
<u>Council Tax and Business Rates</u> Council Tax - achieve a collection rate of 98% is agreed for 2008/09 Business rates - achieve a collection rate of 98.5% is agreed for 2008/09				
<u>Housing and Council Tax Benefits</u> Benefits - process a new claim will remain within 30 days; process a change of circumstances claim within 10 days.				
<u>Pension Fund</u> 100% contributions received on time 100% benefits are paid on time 95% benefits calculated at time of moving employment.				
<u>Exchequer Services</u> 95% of creditor invoices paid within 30 days 95% of invoices paid by BACS.				
<u>Internal Audit</u> 100% productivity against Audit Plan 95% recommendations agreed by Management 98% customers ranking the Internal Audit Service as 'good' or above'				
<u>Benefit Fraud</u> 36 prosecutions/sanctions achieved Value of fraudulent payments identified - £400,000 Risk assess all fraud referrals - 5 working days. Commence investigations on high/medium risk-assess referrals - 10 working days.				

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2006/07 Actual	2007/08 Budget	2008/09 Approved Estimate	2008/09 Budget
HUMAN RESOURCES	£000	£000	£000	£000
Expenditure	2,058	2,005	2,040	2,079
Income	(316)	(334)	(363)	(383)
Net	1,742	1,671	1,677	1,696
Services provided:				
<p>Recruitment – all recruitment and associated processes including pre-employment checking and contractual changes during employment.</p> <p>Advisory- support for managers with all employee relations issues including conduct, performance, absence management, reorganisations etc</p> <p>Corporate – corporate learning and development, pay and benefits management, HR policy development, HR information systems, HR contract management and recruitment advertising services.</p> <p>Health & Safety –health and safety policy development, monitoring and advice.</p> <p>Payroll – in-house payroll for all staff, members and electoral support staff, and all payroll associated processes both internally and externally.</p>				
Staff (full time equivalent):				
35.99				
Service Risks:				
<p>Late delivery of integrated HR and Payroll system.</p> <p>Conflicting pressure deliver the Pay & Workforce Strategy, potential organisation review and increasing workload related to performance management measures.</p>				
Performance Indicators:				
<p>Increase % of women in top 5% of earners in the authority to reflect staff profile.</p> <p>Reduce year on year number of working days lost to sickness per year per fate.</p> <p>Improve % of workforce from BME Communities compared to economically active population.</p> <p>Issue contracts of employment within 5 working days of receipt of all required documentation/clearances (Legal requirement 8 weeks).</p> <p>Reduce costs of recruitment advertising through more economic use of advertising media and on line recruitment.</p>				
PROCUREMENT	£000	£000	£000	£000
Expenditure	200	154	552	679
Income	(91)	(1)	(299)	(331)
Net	109	153	253	348
Services provided:				
<p>Procurement is responsible for supporting the following core services:-</p> <p>Strategic Procurement Policy, including items such as Sustainable Procurement</p> <p>Member and Officer Procurement Training</p> <p>Specific Tender and Contract Negotiation Support</p> <p>Identification and implementation of cost saving initiatives</p> <p>e-Procurement / Marketplace development</p> <p>SME Supplier adoption</p> <p>External relations regarding collaborative and collective opportunities</p>				
Staff (full time equivalent):				
10.00				
Service Risks:				
<p>Not delivering planned contract reviews on time.</p> <p>Not receiving service support for implementing new contract terms.</p>				

APPENDIX C

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2006/07 Actual	2007/08 Budget	2008/09 Approved Estimate	2008/09 Budget
Performance Indicators:				
1. Deliver the procurement savings target included in the Medium Term Financial Plan.				
2. Maximise the Council's commodity purchasing through either the Agresso Purchase2Pay system or the IDeA Marketplace e-procurement offering - 10%				
TOTAL CORPORATE SERVICES DIRECTLY MANAGED COSTS	13,754	14,123	14,017	14,240