



## Policy

- 1 The revenue budget was approved by full Council on 23 February 2010.
- 2 Financial regulations require Directors to report at least quarterly on projected expenditure against the budget. Items which have been identified as key risks are reported to executive members on a monthly basis.
- 3 The framework for the scorecards, based on the 4Ps Balanced Scorecard approach, was agreed by the Senior Leadership Team in June. The first quarter scorecards were reviewed by SLT on 24 August. When the new Corporate Plan/Corporate Priorities are agreed, they will be included in Service Plans and their performance will be reflected in the scorecards.

## Consultation

- 4 Internal - Strategic Directors, Central and Directorate Performance, Finance , HR and Customer Service Teams.
- 5 External - none

## Context

- 6 The balance on the general fund revenue account at 31.3.10 as shown in the unaudited accounts for 2009/10 was £8.9m, including the prudential working balance of £6m.

£0.7m of this has already been earmarked in this year's budget . The remainder, £2.2m, reflects the underspend against budget in 2009/10. This is being held as a contingency against the cost of restructuring to deliver budget reductions in 2011/12, or potential future budget difficulties in the year.

- 7 The new Government announced a £6.2bn reduction in public spending for this financial year in May. For the Council this resulted in the following reductions in grant:
  - Area based grant £3.117m (see below)
  - Performance Reward grant £0.75m
  - Local Authority Business Growth Incentive Scheme grant £0.4m
  - Housing and Planning Delivery grant £0.7m

The Government also announced that the cessation of the grant for the provision of free swimming for under 18's and over 65's at the end of July. This had been due to end in March 2011.

8 The reductions in Area Based Grant (ABG) are as follows:

Directorate		Amount
		£'000
CYPS	Department for Education	2,600
HSC	Supporting People Administration	197
City Dev	Road Safety	177
Neighbhds	Prevention of Extremism programme	66
Neighbhds	Safer, Stronger Communities programme	63
Total		<u>3,117</u>

The CYPS reduction represents 22% of the total allocation of the education-related grant (£12m).

The grant funds a range of internal and external services including Connexions, Positive Activities for Young People, School Improvement Partners, Central Co-ordination of schools' National Strategies, Child & Adolescent Mental Health Services, reduction in Teenage Pregnancy, Early Intervention, Carers Grant and new duties identified in the 'Care Matters' white paper. In identifying the areas from which to take the savings every effort was made to protect services. In some cases, contractual requirements did not permit significant savings to be made in 2010/11. Where savings have been made, it is with the agreement of the provider.

£1.3m of the grant had been held in reserve to allocate to priorities arising in-year and has been used in full to contribute to the cut. The allocation to Connexions will be reduced by 12.5% in 2010/11 and a further 17% in 2011/12. This amounts to £940k over the 2 years.

The previous Government had already announced that the funding for Primary and Secondary National Strategies and Extended Schools Start Up costs would cease on 31 March 2011. Funding has been secured to continue support to schools and to extended schools partnerships to the end of the year.

Other savings have been achieved by cancelling planned but uncommitted activities.

## Current projections

- 9 The first quarter review of directorate budgets has been completed. Projected year end out-turns against budget are as follows:

Directorate	Spending pressures	Budget £m	Net Projection £m
CYPS	<p>Projected overspend mainly in Safeguarding due to</p> <p>a) placements (£1.7m), reflecting a national trend (see Appendix 2 attached for further details) and</p> <p>b) the reduction in Area Based Grant (£2.6m). £1m of the grant had been earmarked to offset potential overspends in Safeguarding.</p> <p>Various projects are actively being pursued by the directorate which should reduce the projected overspend.</p>	81.2	2.1
City Development	<p>The projected underspend arises largely from staff vacancies.</p> <p>As in previous years, areas critical to the delivery of the budget will be decline in income levels attributable to development management and parking income, and potential pressures arising from variable patronage in concessionary fares.</p> <p>There is also a potential risk in respect of the financial implications arising out of appeals against a number of recent substantial planning applications. This is estimated at around £0.5m and will need to be contained within existing resources.</p>	48.9	(0.3)
Deputy CX	Salary savings in Strategy & Performance	5.8	(0.1)

HSC	<p>Main pressures relate to</p> <p>i) Older People - overspend in residential £0.75m, nursing care home placements £0.26m, day care £0.11m and direct payments £0.2m, offset by underspends on home care £0.4m and employee costs £0.34m;</p> <p>ii) Learning Difficulties - shortfall in final settlement with PCT on transferred services £0.59m, residential and nursing £0.39m, home care £0.39m and direct payments £0.2m, offset by an underspend on Supporting People services, reflecting a reduction in payments to providers £0.82m. Although on budget, there are still a significant number of high cost Learning Difficulty placements: improving value for money in this area is a key objective.</p> <p>Mental health - services managed by AWP overspending by £0.42m.</p> <p>Other services forecasting net underspends of £0.19m.</p> <p>See also para 10 below for comments on actions in place to reduce the projected overspend.</p>	153.2	1.6
Neighbourhoods	<p>The net projected underspend is after the planned use of £1m reserves. The main issues are:</p> <p>i) Environmental &amp; Leisure Services - net overspend in Parks/Sports £0.3m offset by underspend in Waste;</p> <p>Use of £0.6m reserves in Waste to cover procurement costs for new contracts, one-off initiatives and WoE costs.</p> <p>ii) Safer Bristol - underspend from staff vacancies (£0.35m);</p> <p>iii) Neighbourhood &amp; Communities - underspend due mainly to staff vacancies (£0.16m);</p> <p>iv) Housing Benefits/Benefits Admin - a pressure of £0.52m, although this can be contained by underspends elsewhere within Strategic Housing and</p>	71.5	(0.6)

	by the use of reserves; v) Other directorate overhead costs, mainly staff vacancies (£0.13m).		
Resources	Pressures due to loss of land charges and commercial property income and reduced rebate to Procurement on external agency staff; offset by savings from staff vacancies, reduced audit fee and other general expenses	3.1	-
Transformation	Reduced surplus from the in-house agency due to fall in demand, but covered by savings from staff vacancies (mainly in STS HR).	8.4	-
Capital financing	Projected savings in treasury management costs.	17.6	(0.5)
Contingency & provisions		1.7	-
Un-allocated pensions, water levies		3.7	-
Other budget pressures identified	Collection fund shortfall (see para 12)	-	0.7
	Performance Reward Grant reduction	-	0.7
	LABGI Grant reduction	-	0.4
<b>Total</b>		<b>395.1</b>	<b>4.0</b>
Offset by	Saving in provision for pay award		<b>(1.8)</b>
<b>Total projected net overspend</b>			<b>2.2</b>

10 More details for each directorate are set out in Appendix 1. These show the projected outturn against budget for individual areas within each directorate.

11 In respect of Health and Social Care, an action plan has been agreed to reduce and contain the projected overspend. This includes:

- new ways of commissioning and delivering services
  - development of new joint commissioning strategies, which will include working with other partner agencies (NHS Bristol, neighbouring local authorities) to deliver services in new and improved ways and to improve value for money. The aim is to avoid duplication so the same support is not provided by two

bodies and joint commissioning to bring down costs. This will also include a strategic look at in house services.

- review of high cost placements

- to work with providers to improve outcomes and reduce costs. People's care needs change and there is a need to ensure that the care provided is delivered in the most appropriate and cost effective way that meets people's needs.

- charging

- it is proposed to change the way in which people who receive social care services contribute to the cost of their support. This will include asking some people who do not currently make any contribution to do so. With more people likely to need support in future and with limited public funding, the best use of public money must be made. The Council has to be fair to all Bristol citizens, both as people using services and as people who pay for them through taxes.

Lots of people already contribute to the support they receive, eg for personal care, home care and community meals but some, eg, who receive community support do not pay. This is inequitable and consultation is about to commence on how people contribute towards the cost of their care in the future.

The risks associated with this plan are that transitional costs are significant and exceed existing resources, actions do not achieve sufficient savings and that tough decisions may be required in respect of in-house services.

- 12 At this stage, £0.7m has been set aside towards the Council's share of the estimated deficit on the collection fund. This is largely due to additional single persons discount identified in the latter part of 2009/10. However, it is anticipated that the impact of this issue in 2010/11 will result in a much larger deficit on the fund and, as such, this is being closely monitored.
- 13 Proposals are being brought forward to ensure the projected overspend is reversed so that by the year end spending is contained within the agreed budget. These proposals will be outlined in the half year budget monitor.

## **Cashable efficiency savings**

- 14 National Performance Indicator 179 (NI179) relates to the achievement of cashable efficiency gains. These are reported to DCLG as part of the NI requirements. It has been agreed with the external auditors that progress against achieving planned efficiencies should be monitored and included in the quarterly monitoring reports to the Cabinet. The current position is set out in Appendix 3 attached. This shows a shortfall at the first quarter review of £1.2m, and reflects the forecast overspend on directorate budgets covered in this report.

## **Reserves**

- 15 As well as the general fund balance, the council maintains numerous earmarked reserves to meet future expenditure for specific purposes. Appendix 4 details the more significant items with a current projection of the balance at year end. A detailed review of all reserves is currently in progress. Where it is determined that individual items are no longer required or their retention is not justified, it is proposed to reapply these resources to meet restructuring costs.

## **Performance monitoring - Scorecards**

- 16 The format for the first Scorecards was set at the SLT meeting on 29 June 2010. Directorate Performance Teams, HR, Customer Services, ICT and Finance have actively engaged in the process. The task now (as also notified to SLT in September last year), is for the Council to integrate corporate planning and performance reporting into one seamless cycle and system.

The scorecard contents are based on the Bristol Performs 4 Ps, plus Risk. From the second quarter onwards, there will also be a section on follow-up actions taken.

The main principle behind scorecards is the reporting of key directorate performance, ie to draw attention to actual or potential areas of significant under performance, and what management is doing to correct them.

Directorates approach performance monitoring and management in different ways. There is a good understanding of the principles of performance management, as has been the case for some time, but the different approaches have resulted in a range of responses to the particular questions posed by the Scorecard. A key benefit of the scorecards will be the ability for a wide audience to read any

scorecard without the need for different interpretations from directorates; while there is more consistency, it will improve in the next quarter.

## **Proposal**

- 17 Significant pressures and risks have been identified, predominantly in Children and Young People's Services and Health and Social Care, largely as a result of the reduction in government grant and the pressure on care placements. It is therefore recommended that the Cabinet endorse the need for actions to contain spending within budget in all directorates and that these be vigorously applied to ensure that any call on general fund balances is minimised.

## **Other Options Considered**

- 18 No other options are considered prudent at the present time.

## **Risk Assessment**

- 19 An overall net overspend in 2010/11 would have to be met from the prudential working balance of £6m. This would have a double impact on 2011/12 - the working balance would have to be replenished from further reductions which would need to be identified in the 2011/12 budget, and baseline expenditure would be higher.
- 20 Risk areas were identified in the 2010/11 budget report. At this stage, the principal risks relate to spending on childrens and adult care services, the impact of the reductions in area based and other general grants and the achievement of around £10m of efficiency savings across the Council. Failure to manage underlying spending and achieve this year's budget targets will merely add to the extremely difficult task of building a budget for 2011/12 and future years, given the scale of reductions that the public sector is facing over the life of the new Government. Additionally, the likelihood of a significant increase in the collection fund deficit will have implications for both this year and next.

## **Equalities Impact Assessment**

- 21 None arising directly from this report.

## **Legal and Resource Implications**

**Legal:** None sought.

**Financial:** As set out in the report.

**Land/Personnel:** None.

**Appendices:**

- 1 - Directorate scorecards and detailed budget monitoring statements
- 2 - Information on safeguarding placements
- 3 - Efficiency savings
- 4 - Reserves

## **ACCESS TO INFORMATION**

**Background papers:** Relevant working papers in Finance and Performance Divisions.

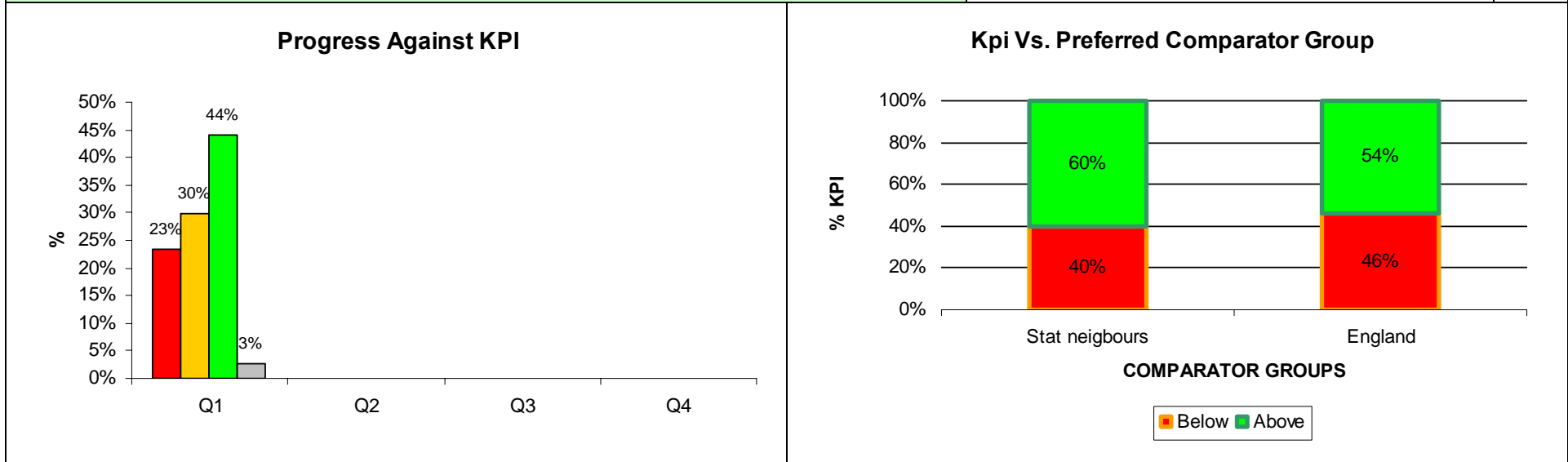
**APPENDIX 1**

**CHILDREN & YOUNG PEOPLE'S SERVICES - First quarter monitor**

Service Area	Latest Budget	Forecast Outturn	Variance		Narrative
			Schools Budget	Local Authority Budget	
	£'000	£'000	£'000	£'000	
<b>Individual Schools Budget</b>	177,138	177,628	490	0	Statements (Direct and Top Up)
<b>Director's Office</b>	349	349	0	0	
<b>Safeguarding &amp; Specialist Services</b>	53,006	55,856	250	2,600	SEN 300K , Commissioning Placements £1,700K, Corporate Parenting £260K, Disabled £180K, Strategy £160K, East £150K
<b>Learning, Achievement &amp; Schools</b>	18,516	19,016	500		Hospital Education £520K
<b>Education &amp; Strategy &amp; Targetted Support</b>	19,975	19,975	0	0	PFI team £80K , 24/7 Caretaking at New Fosseway £70K, Youth & Play £100K, netted off with underspends
<b>Performance, Policy and Partnerships</b>	5,383	5,383	0	0	
<b>Finance and Central Budgets</b>	15,270	14,738	0	-532	Potential identified savings (reduced Connexions savings)
<b>Funding - DSG, LSC</b>	-205,832	-205,832	0	0	
<b>Area Based Grant reduction</b>	-2,614	-2,614	0	0	
<b>Directorate total</b>	<b>81,191</b>	<b>84,499</b>	<b>1,240</b>	<b>2,068</b>	DSG overspend is c/fwd or netted off against previous underspends

# Children, Young People & Skills Scorecard Q1. 2010/11



## 1. PERFORMANCE This Quarter our Performance Results are ●



Process Measures:	Proposed Actions	Current Most Critical 3 Reds	Proposed Actions
103b SEN: percentage of final statements issued within 26 weeks	Delegation of SEN funding to Mainstream schools expected to reduce no. assessment requests which may reduce number of final statements issued.	NI068 Percentage of referrals to children's social care going on to initial assessment	Due to the complex factors affecting this indicator, further analysis is required to understand the reasons for referrals not going to initial assessment.
NI060 % core assessments within 35 wkg days of their commencement	A working party is considering changing the format and the process of documents up to and beyond a child protection conference.	NI062 Stability of placement of LAC: Number of moves	Work is underway to improve placement planning meetings and develop a strong system for identifying placements at risk. Data quality being addressed.
NI066 % LAC cases reviewed within timescales	Increased resource in service, performance focus from Senior reviewing manager	NI102b FSM eligible achievement gap KS4	Awaiting 2010 results. Secondary Service Delivery Plan outlines the key actions taken to support and challenge the secondary sector to improve outcomes for pupils eligible for free school meals
NI067 % child protection cases reviewed in time	Process review and focus by manager on dates set and targets met.		

Progress Against Service Plan Targets					Performance Issues Arising From Service Plan Reviews:		
Service Improvement Plans					Ofsted Inspection	Inspection Action Plan will drive new key areas of work in health partnership and Safeguarding and Specialist Support	
	Red	Amber	Green	Complete			
Q1		1	3				
Q2	Detailed service plan reviews scheduled for Q2						
Q3							
Q4							

## Children, Young People & Skills Scorecard Q1. 2010/11

<b>2. POUNDS</b>				This Quarter our Pounds Results are			
<b>Q. Budget Monitor</b>				<b>Current Most Critical Finance Risks</b>		<b>Proposed Actions</b>	
		<b>£m</b>					
Annual Budget (Net)		81.2		Cost of care placements based on assessed need, particularly Independent Fostering Agency		Invest to save projects, generating income and reducing demand	
Variance from annual schools budget (Pounds 1.2m overspend contained within existing allocation)		-		Cost of SEN		Delegation of funding to schools (SAPE), VFM review	
Variance from annual LA budget		2.1		Cut to Area Based Grant		Further 12.5% budget cut for Connexions in 2010/11	
Current Forecast Yr End Outturn		83.3					
<b>Value for Money Measures</b>							
<b>Corporate Priorities</b>				<b>Directorate Priorities</b>			
<b>Measure</b>		<b>Status</b>		<b>Measure</b>		<b>Status</b>	
<b>Proposed Action</b>				<b>Proposed Action</b>			
1		There are no Corporate VFM measures for CYPS		1		PAFB8 Average weekly expenditure per looked after child	
2				2			
3				3			
<b>Capital Programme</b>				<b>Finance Issues Arising From Service Plan Reviews:</b>			
No. Of Programmes =		15		£2.6m ABG reduction		Objectives need to be recalculated in line with new funding implications.	
No. Running Late =		2					
No. Over Budget =		0		Capital programme		Effects of new financial climate on capital funding	
No. Late & Over Budget =		0					
<b>3. RISK</b>				This Quarter our Risk Results are			
<b>Current Top Risks:</b>				<b>Significant New Risks Identified:</b>			
<b>Risk</b>		<b>Impact</b>		<b>Prob.</b>		<b>Risk</b>	
<b>Impact</b>		<b>Prob.</b>		<b>Impact</b>		<b>Prob.</b>	
Significant revenue budget overspend		H		H			
Failure to acknowledge and address community cohesion and the challenges raised by the growing diversity within schools		H		M		M	
Support to Children in Need		H		M		M	

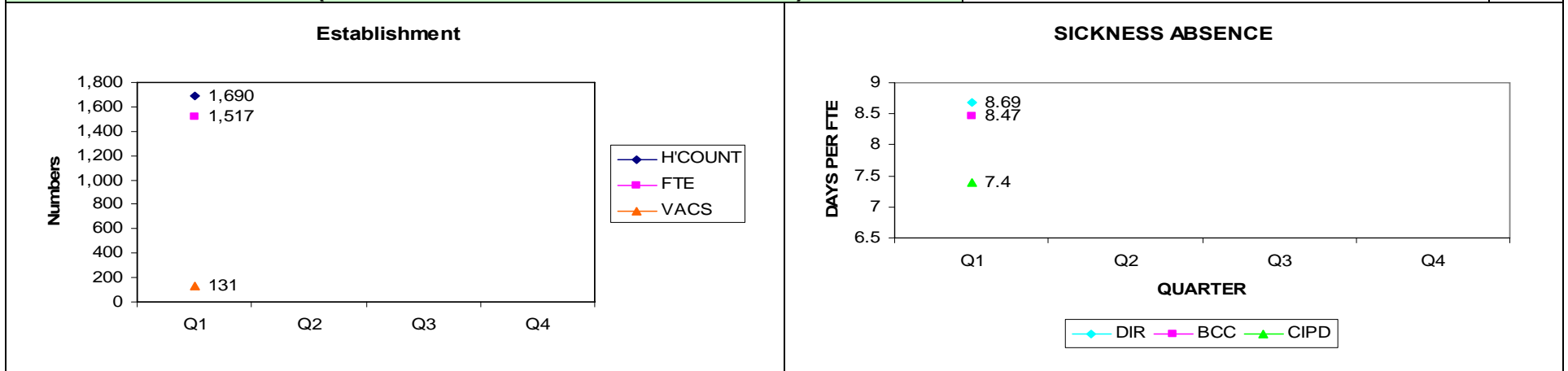
## Children, Young People & Skills Scorecard Q1. 2010/11

4. PEOPLE – CUSTOMERS				This Quarter our Customer Results are <span style="float: right; border: 1px solid black; border-radius: 50%; padding: 2px 5px;">●</span>			
<b>Complaints vs. Response Targets 2009-10 data</b>				<b>Social care complaints vs. Response Targets 2009-10 data</b>			
	<b>No Recd</b>	<b>Target</b>	<b>Actual</b>		<b>No Recd</b>	<b>Target</b>	<b>Actual</b>
<b>Stage 1</b>	44	80%	86%	<b>Stage 1</b>	37	80%	76%
<b>Stage 2</b>	11	80%	100%	<b>Stage 2</b>	7	80%	71%
<b>Stage 3</b>	7	80%	14%	<b>Stage 3</b>	5	80%	60%
<b>Ombudsman</b>	0	80%	-	<b>Ombudsman</b>	5	80%	100%
<b>Upheld</b>	10	-	16%	<b>Upheld</b>	11	-	20%
<b>What Customers Are Telling Us? (They Said)</b>							
1	TellUs4 survey told us that Bristol children were more likely to have experienced bullying in the last year than their peers in England, ECM survey of Bristol school children told us that lesbian, gay and bisexual children were twice as likely to be bullied.						
2	The TellUs 4 survey suggests that fewer young people in Bristol participate in group activities such as sports, art or youth groups than in many other areas of the country.						
3	Positive feed back from Voluntary Sector, parents of disabled children, and children attending short breaks. <i>“Aiming High for Disabled Children in Bristol is the most innovative project they have seen in England.”</i> – Shared Care Network.						
<b>What Are We Doing? (We Did)</b>							
A	Bullying – a task and finish group will establish a framework to better understand and address bullying at school						
B	Bristol Youth Links project underway to improve provision of activities for young people						
C	Commissioned a broad range of short break services for disabled children based on consultation with the children and parent/carers. This has included residential activity breaks and a wide range of sporting activities. Increased no.s of children participating by 1,000 in the last year.						
<b>What Needs To Be Done? (We Must Do)</b>							
1	Bullying – implement task and finish group recommendations around improved monitoring and education						
2	Prioritise and extend range of surveys and evaluation to better understand the impact of services on children and families						
3	Ensure that qualitative information is shared and used to improve services and inform commissioning						
<b>Key Areas Where Customer Data is not Currently Collected</b>							
1	Admissions						
2	Safeguarding – experience of children and young people subject to child protection						
3	Other Key areas are currently being prioritised						
<b>Customer Issues Arising From Service Plan Reviews</b>							

## Children, Young People & Skills Scorecard Q1. 2010/11

### 5. PEOPLE – STAFF (CYPS data excludes school staff)

This Quarter our Staff Results are



#### Annual Measures:

Staff Survey - Satisfaction		SES Targets (excludes school staff)		
Dir:	73.9%		<b>Target</b>	<b>Actual</b>
BCC:	73.5%	% BME	8.8%	8.54%
2009-10 data		% Young	5.5%	3.08%
		% Disabled	-	5.41%

PMDS	1	2	3	4	5	Staff Issues Arising From Service Plan Reviews:	
Dir:	0.16	0.87	48.90	42.83	3.70	Sickness & retention	These areas may become issues during a significant period of change. Clear and timely communication with staff is a key priority.
BCC:	0.08	1.16	52.55	35.95	2.45		
2008-09 data							


### 6. FOLLOW UP

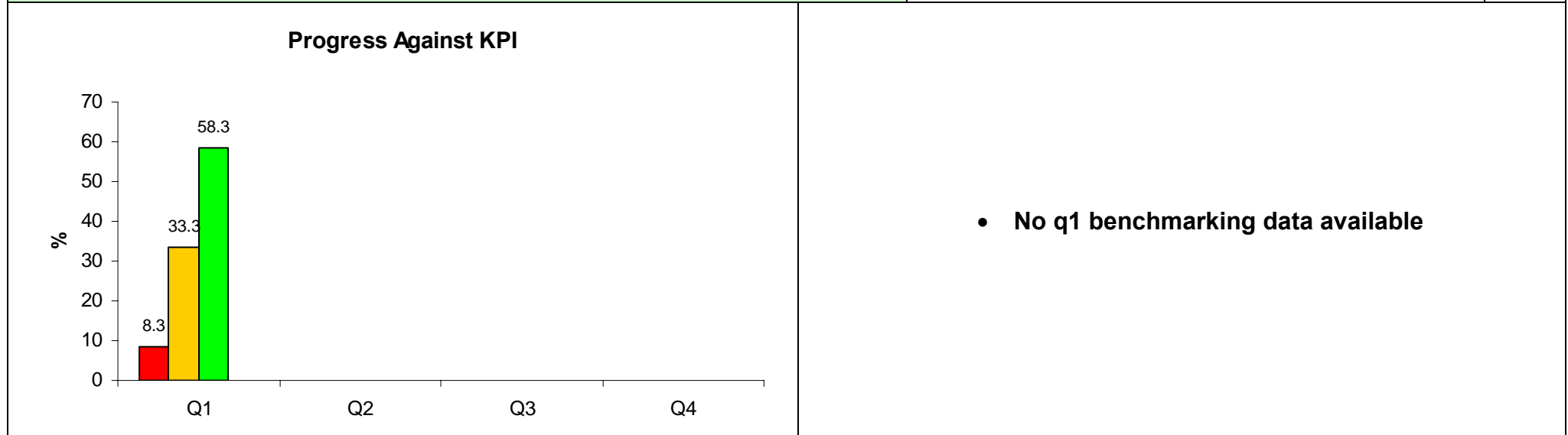
Improved Since Last Quarter (No Longer red)			Doing Very Well (Green +)		
1	N/A for Q1 – To be advised for Q2		1	N/A for Q1 – To be advised for Q2	
2			2		
3			3		

**CITY DEVELOPMENT - First quarter monitor**

<b>Service Area</b>	<b>Latest Budget</b>	<b>Forecast Outturn</b>	<b>Variance</b>	<b>Narrative</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	
<b>Support Services</b>				
Directors Account / Support Services	8,899	8,509	(390)	Mainly staff vacancies
	8,899	8,509	(390)	
<b>Major Projects</b>				
Technical Services	393	393	0	
Special Projects	(187)	(187)	0	
Building Practice (inc EMU)	(63)	(63)	0	
Sustainable Projects	96	96	0	
Docks	1,205	1,205	0	
Major Projects Team - Transport	(89)	(64)	25	BRT work to finish at the end of third quarter & no other project work yet identified
	1,355	1,380	25	
<b>Planning &amp; Sustainable Development</b>				
Sustainable City Group	762	762	0	
Joint Technical Support Team	575	575	0	
Building Regulations & Standards	-59	-59	0	
Development Management	-252	-252	0	
Strategic Planning	669	669	0	
City Design Group	879	879	0	
	2,574	2,574	0	
<b>Transport</b>				
Engineering Group	8,779	8,779	0	
Traffic	3,032	3,032	0	
City Transport	1,235	1,235	0	
Passenger Services	(147)	(147)	0	
Parking Services	(3,707)	(3,642)	65	Anticipated loss of income following announcement of VAT increase in January 2011.
Passenger Transport	11,491	11,491	0	
ITU Project	0	0	0	
	20,683	20,748	65	
<b>Economic &amp; Cultural Development</b>				
Libraries	6,896	6,896	0	
Museums	3,039	3,039	0	
Regeneration	2,335	2,335	0	
Arts, Events & Festivals / Colston Hall	2,849	2,849	0	
Legacy Commission	259	259	0	
Colston Hall Governance Project	0	0	0	
	15,378	15,378	0	
<b>Directorate total</b>	<b>48,889</b>	<b>48,589</b>	<b>-300</b>	

## City Development Scorecard Q.1 2010/11



<b>1. PERFORMANCE</b>	This Quarter our Performance Results are	
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Process Measures:	Proposed Actions	Current Most Critical 3 Reds	Proposed Actions
Process times	Processing of Penalty Charge Notices just below target. Reallocation of work within the team should see improvement	NI157a	Improved focus on use of Performance Planning Agreements will help to improve processing times of 'Major' applications
Process times	Monitoring visits of Planning Developments below target. Staff meeting arranged to discuss improvements	Bus patronage	Patronage on the Long Ashton Park & Ride service is below target due to driver counting error. Training provided on correct procedure.
Channel shift	Introduction of Self Service in some libraries (autumn 10)	NI152	Continue to work with partners in worklessness support

Progress Against Service Plan Targets					Performance Issues Arising From Service Plan Reviews:	
Service Area / Directorate Targets						
	Red	Amber	Green	Complete		
Q1	34	73	345	38	Core Strategy	Delay in delivery of Joint Waste Core Strategy to allow for revision in response to consultation across West of England prior to formal submission to Secretary of State.
Q2					Traffic	Provision of traffic information (real time and web based) subject to funding decision
Q3					Museums	Potential for vacancy level to impact on some aspects of M-Shed delivery
Q4						

## City Development Scorecard Q.1 2010/11

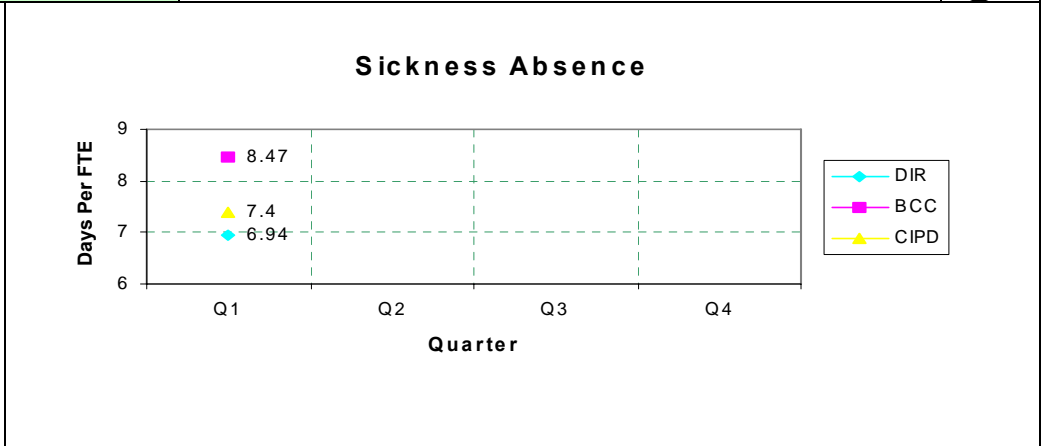
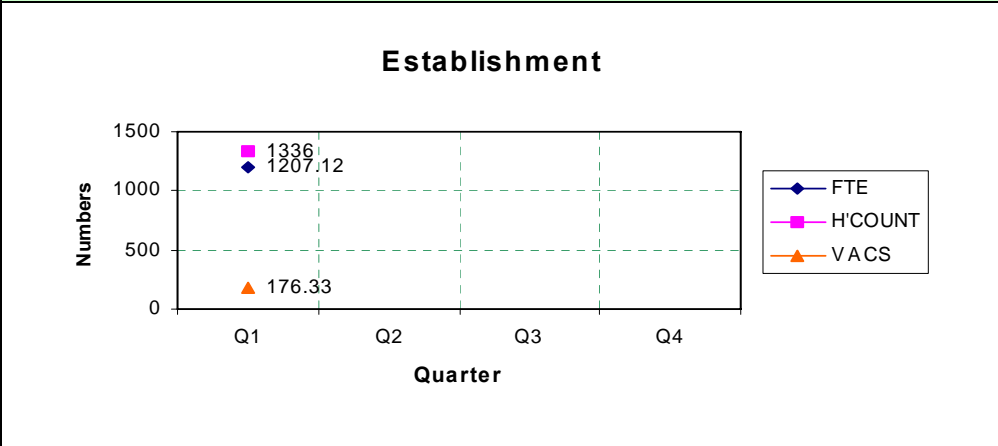
<b>2. POUNDS</b>					This Quarter our Pounds Results are				
<b>Q. Budget Monitor</b>				<b>Current Most Critical Finance Risks</b>			<b>Proposed Actions</b>		
				Delivery of savings and efficiencies			Monitor and evaluate monthly		
	<b>£m</b>			Capital funds reduction			Monitor and evaluate monthly		
Annual Budget (Net)	48.9			Decline in income levels as result of decline in property market			Restructure underway that will generate savings. In addition, funding available from reserves and from Housing Delivery Grant		
Actual Spend To Date	17			Decline in parking income			Tariff increase but subject to approval		
Variance From Planned Spend	(0.3)			Decline in concessionary fares			Monitor and evaluate monthly		
Current Forecast Yr End Outturn	48.6								
<b>Value for Money Measures</b>									
<b>Corporate Priorities</b>				<b>Directorate Priorities</b>					
	<b>Measure</b>	<b>Status</b>	<b>Proposed Action</b>		<b>Measure</b>	<b>Status</b>	<b>Proposed Action</b>		
<b>1</b>				<b>1</b>	Unit costing for traffic mgt/road safety, structural maintenance carriageways and culture and heritage	Most challenging - significantly higher than average for nearest neighbours and core cities	<ul style="list-style-type: none"> <li>Analyse trend and cost components</li> <li>Factor into future budget planning and consider VFM effect</li> <li>Link with other VFM measures to establish 'what-if' scenarios</li> </ul>		
<b>2</b>				<b>2</b>	196 measures identified across Directorate; Economy 25% Efficiency 31% Effectiveness 44%		<ul style="list-style-type: none"> <li>Review measures with Mgrs</li> <li>VFM training specific to each service area</li> <li>Establish VFM action plans for each service area</li> </ul>		
<b>Capital Programme</b>				<b>Finance Issues Arising From Service Plan Reviews:</b>					
No. Of Programmes =	78				Reduced savings from delay in Library Service Review implementation				
No. Running Late =	-				Fall in Development Management income levels				
No. Over Budget =	-				Future years capital programme likely to be reduced following Capital Spending Review				
No. Late & Over Budget =	-				Parking income levels dependent on tariff increases & at risk due to VAT increase				
<b>3. RISK</b>					This Quarter our Risk Results are				
<b>Current Top Risks:</b>					<b>Significant New Risks Identified:</b>				
<b>Risk</b>			<b>Impact</b>	<b>Prob.</b>	<b>Risk</b>			<b>Impact</b>	<b>Prob.</b>
1. Fall in income levels across directorate as result of economic downturn			H	H	1. Uncertainty of future budgets			H/M	H/M
2. The number of initiatives, efficiencies, savings being undeliverable and potentially effecting delivery of services			H/M	H/M	2. Loss of match RDA funding			H/M	H/M
3. Uncertainty of external funding and funding of capital projects			H/M	H/M	3				

## City Development Scorecard Q.1 2010/11

4. PEOPLE - CUSTOMERS				This Quarter our Customer Results are	
<b>Complaints Vs. Response Targets:</b>				<b>Customer Satisfaction Results (we asked)</b>	
	<b>No Recd</b>	<b>Target</b>	<b>Actual</b>	Traffic Mgmt - 78% of respondents rate service as good	
<b>Stage 1</b>	103	90%	83%	Planning - 78% of planning applicants satisfied	
<b>Stage 2</b>	1	90%	100%	Building Control - 93.3% of building control customers satisfied	
<b>Stage 3</b>	1	90%	100%	City Docks – 89% mooring boat owners satisfied	
<b>Ombudsman</b>	2		100%	National Highways & Transport Survey results due September 10	
<b>Upheld</b>	14	10%	13%	Children’s User survey due for repeat in October 2010 (Libraries)	
<b>What Customers Are Telling Us? (They Said)</b>					
1	We can improve our service by acknowledging initial correspondence and responding faster (Traffic Mgmt)				
2	Improve proximity of facilities to moorings (e.g. recycling, toilets)				
3	Harbour Festival – “A great celebration for Bristol”. Well attended and good press				
<b>What Are We Doing? (We Did)</b>					
A	Investigating process to ensure all complaints / correspondence are acknowledged				
B	Investigate if extra recycling points can be provided				
C					
<b>What Needs To Be Done? (We Must Do)</b>					
1	Colston Hall Customer Service Excellence standard re-assessed July 10				
2	We need to investigate and improve our response times – 20% of complaints relate to delays in service / reply				
3					
<b>Key Areas Where Customer Data is not Currently Collected</b>					
1	Parking Services - Graduate in post on a 4 month placement to undertake customer satisfaction surveys.				
2					
3					
<b>Customer Issues Arising From Service Plan Reviews</b>					
<b>Customer Response Targets</b>		Restructuring within Passenger Transport aims to address high volume of correspondence			

## City Development Scorecard Q.1 2010/11

### 5. PEOPLE – STAFF This Quarter our Staff Results are ●



### Annual Measures:

Staff Survey - Satisfaction		SES Averages		
Dir:	72.2%			<b>BCC Averages</b>
BCC:	73.5%			<b>Directorate Averages</b>
Based on response to "I am satisfied with my job"		% BME	7.48%	6.34%
		% Young	4.32%	2.23%
		% Disabled	4.60%	5.72%

PMDS	1	2	3	4	5	Staff Issues Arising From Service Plan Reviews:	
Dir:	0.00	0.79	55.37	41.81	1.85	PMDS	2009/10 PMDS - 90% Compliance
BCC:	0.08	1.66	54.57	34.25	2.53	Sickness	Generally below, but Transport Div'n (9.01 days) of concern.
Awaiting target for completing PMDS process (end of July) – 2008/09 Figures Shown						Retention	Staff turnover at 8.08% below corporate figure (10.85%)
						H&S	No significant issues, improved systems in place.

### 6. FOLLOW UP

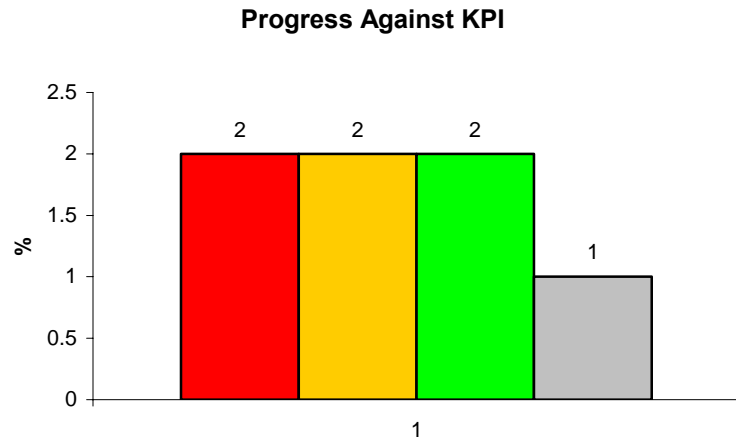
Improved Since Last Quarter (No Longer red)			Doing Very Well (Green +)		
1	N/A for Q1 – To be advised for Q2		1	N/A for Q1 – To be advised for Q2	
2			2		
3			3		

## DEPUTY CHIEF EXECUTIVE - First quarter monitor

Service Area	Latest Budget	Forecast Outturn	Variance	Narrative
	£000	£000	£000	
<b>Strategic Directors</b>				
Chief Executive's Office	487	467	(20)	
Deputy Chief Executive	282	373	91	Includes recruitment of £30k, also salaries of £19k recharged to other depts below & salaries of £44k funded by reserves
Graduate Trainee	121	191	70	Add'l 4 graduates. Can be funded by reserves if required
Place Making Director	250	145	(105)	Director not starting until Sept
Public Health	290	316	26	Health at Work Policy Officer covered by income.
	1,430	1,493	63	
Less recharge to Corporate Management	(930)	(930)	0	
Less recharge to other directorates	(10)	(19)	(9)	
Other Income	(248)	(190)	58	Reduced Sponsorship Income as Sponsors to be identified for Place Making
<b>Budget net of recharges</b>	242	353	111	
<b>One Council Communications</b>				
Bristol Design	1,447	1,490	43	Salaries over budget but covered by income
Marketing	791	761	(30)	Staffing vacancies
Media	541	500	(41)	Staffing vacancies
Corporate Publications	163	217	54	No of publications not cut to reflect reduced budget
	2,942	2,968	25	
Less recharge to Corporate Management	(805)	(805)	0	
Less recharge to other directorates	(2,137)	(2,161)	(24)	
<b>Budget net of recharges</b>	0	1	1	
<b>Strategy &amp; Performance</b>				
Service Director	224	224	(0)	
Digital	975	975	0	
Policy	453	382	(71)	Staffing vacancies (2 FTE on secondment & 0.5 mat leave)
Scrutiny	392	377	(15)	
Members Development	100	100	0	
Consultation and Research	470	457	(13)	
Performance and Improvement Team	409	401	(8)	
Make Your Mark	65	33	(32)	Staff vacancy for 6 mths 1 FTE
Corporate Complaints	131	132	1	
	3,219	3,081	(138)	
Less recharge to Corporate Management	(3,101)	(3,101)	0	
Less recharge to other directorates	(32)	(15)	17	
Other Income	(84)	(129)	(45)	
<b>Budget net of recharges</b>	2	(164)	(166)	
<b>Bristol Partnership</b>				
	352	256	(96)	Staffing vacancies
Less recharge to Corporate Management	(152)	(150)	2	
Other Income	(200)	(130)	70	Partners paying agreed lower amount
	0	(24)	(24)	
<b>Civil Protection</b>				
	367	378	11	
Other Income	(15)	(40)	(25)	
	352	338	(14)	
<b>West of England Partnership</b>				
West of England Partnership	128	128	0	
Other Income	(128)	(128)	0	
	0	0	0	
<b>Corporate Management and Strategy</b>				
	5,193	5,193	0	
<b>Directorate total</b>	<b>5,789</b>	<b>5,699</b>	<b>(90)</b>	

# Deputy Chief Executive's SCORECARD Q1 2010/11

## 1. PERFORMANCE This Quarter our Performance Results are ●



PIs included in this progress report:

**RED (well below target)**

- DCX006(iii) % of complaints upheld
- KL303 Overall satisfaction with council services

**AMBER (below target)**

- DCX005 % of those making a complaint satisfied with the handling of their complaint
- DCX006(i) % of all complaints responded to within corporate targets

**GREEN (above or well above target)**

- DCX006(ii) % of Stage 1 complaints that escalate to Stage 2
- NI037 Awareness of civil protection arrangements in the local area

**GREY – data not available**

- NI036 Protection against terrorist attack [reported to Home Office only]



Comparator data is to be confirmed.

The range of PIs in place at present is limited and will be reviewed in the context of the proposed restructuring. In addition new PIs are being developed.

Process Measures:	Proposed Actions	Current Most Critical 3 Reds	Proposed Actions
Process times	Proposed new complaints system will improve all aspects of the process. To be implemented by end 2010. In the short term complaints might go up, but we will have a far clearer idea of how to tackle them.	Introduction of new complaints system	Residual risk that the complaints process could be delayed on technical grounds. Overcome by eliminating technical difficulties or negotiating a new solution, and effectively implementing new system.
Channel shift	The marketing team have delivered a campaign to encourage residents to do their council business on-line. A review of the campaign in autumn will indicate channel shift rate.	Overall satisfaction with council services	Measured via the Place Survey, which has ceased. We are looking at the possibility of substituting quarterly reputation tracker surveys as a means of gauging the level of public satisfaction with council services.
Website hits	Channel Editor team support all council services to achieve best quality web pages.		
Services online	As per Channel shift		

Progress Against Service Plan Targets					Performance Issues Arising From Service Plan Reviews:	
	Red	Amber	Green	Complete		
Q1	1	19	56	8	Complaints project	Experience of taking forward the complaints project has shown that corporate processes are not necessarily appropriate for the change management we need to bring in. Trial and error is an expensive way of discovering this.
Q2						
Q3						
Q4						

## Deputy Chief Executive's SCORECARD Q1 2010/11

<b>2. POUNDS</b>				This Quarter our Pounds Results are					
<b>Q. Budget Monitor</b>				<b>Current Most Critical Finance Risks</b>		<b>Proposed Actions</b>			
		<b>£m</b>	No critical finance risks						
Annual Budget (Net)		5.8							
Actual Spend To Date		1.3							
Variance From Planned Spend		(0.1)							
Current Forecast Yr End Outturn		5.7							
<b>Value for Money Measures</b>									
<b>Corporate Priorities</b> Corporate Priorities for 10/11 are Educational Attainment; Residential care for Older People; Home Care; Home to School Travel; Learning Difficulties Services; Homelessness				<b>Directorate Priorities</b> VFM measures are being developed for DCX in the context of the three Es (economy, efficiency, effectiveness). An example is given below.					
	<b>Measure</b>	<b>Status</b>	<b>Proposed Action</b>			<b>Measure</b>	<b>Status</b>	<b>Proposed Action</b>	
1	There are no corporate VFM measures applying to this directorate			1	Cost benefit of corporate services provided internally vs provision by external organisations				
<b>Capital Programme</b>				<b>Finance Issues Arising From Service Plan Reviews:</b>					
No. Of Programmes =		1	S&P		No difficulty in meeting in-year budget savings and meeting next year's savings target.				
No. Running Late =		0							
No. Over Budget =		0							
No. Late & Over Budget =		0							
<b>3. RISK</b>				This Quarter our Risk Results are					
<b>Current Top Risks:</b>				<b>Significant New Risks Identified:</b>					
<b>Risk</b>		<b>Impact</b>	<b>Prob.</b>	<b>Risk</b>		<b>Impact</b>	<b>Prob.</b>		
1 Failure to achieve design income		M	M	1 Impact on partnership working as result of the government's new policy and financial framework		H	H		
2 Failure to achieve Place Making income		M	M	2 Delayed ability to plan for 2011/12 owing to major financial decisions (eg CSR) not being made until late in 2010		H	H		
3 Future planning in S & P will achieve greater clarity once re-structuring complete		H	H						

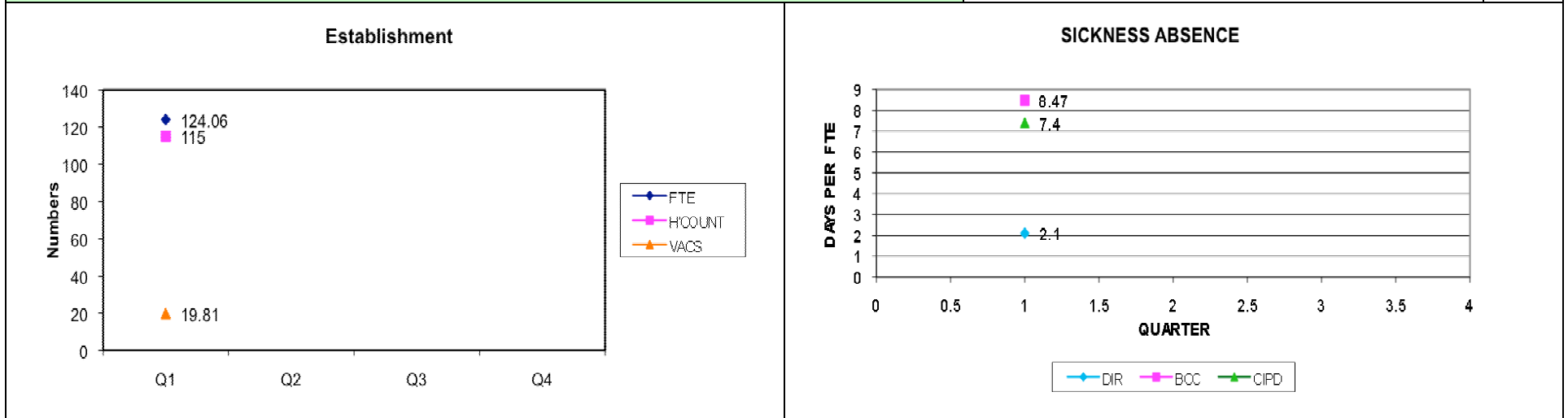
## Deputy Chief Executive's SCORECARD Q1 2010/11

<b>4. PEOPLE - CUSTOMERS</b>				This Quarter our Customer Results are	
<b>Complaints Vs. Response Targets:</b>				<b>Customer Satisfaction Results (we asked)</b>	
	<b>No Recd</b>	<b>Target</b>	<b>Actual</b>	<p><b>S&amp;P</b> – ‘perception survey’ of Directorates on how we add corporate value and what we need to do better. Also regular feedback from member briefings.</p> <p><b>C&amp;M</b> – Our City reader survey conducted in June 2010; satisfaction survey of design team clients being developed but data not yet available; satisfaction survey for marketing campaigns being devised – for introduction in autumn.</p>	
<b>Stage 1</b>	Nil				
<b>Stage 2</b>	Nil				
<b>Stage 3</b>	Nil				
<b>Ombudsman</b>	Nil				
<b>Upheld</b>	Nil				
<b>Please note: S&amp;P customers are primarily internal; C&amp;M customers are a mix of internal and external</b>					
<b>What Customers Are Telling Us? (They Said)</b>					
<b>1</b>	Corporate policy and processes need to be more co-ordinated (S&P)				
<b>2</b>	Appreciation of access to performance management expertise; appreciation of scrutiny co-ordination (S&P)				
<b>3</b>	Our City reader survey – 247 responses. 96% use it to find out about council news and services. 86% find info useful or very useful. 74% are satisfied or very satisfied with look. 61% say it has improved their opinion of Council services (C&M)				
<b>What Are We Doing? (We Did)</b>					
<b>A</b>	Established policy network and contributing to discussion on systems thinking within the Council (S&P)				
<b>B</b>	Development of performance business partner model (S&P)				
<b>C</b>	Taking ownership of green and digital agenda, and co-ordination across the council (S&P)				
<b>What Needs To Be Done? (We Must Do)</b>					
<b>1</b>	Conduct a review of all publications and their vfm, which will create an action plan in response to this feedback (C&M)				
<b>2</b>	Ensure that the linkages between strategy, improvement, evidence base and performance challenge are developed on a matrix basis if S&P is broken up (S&P and the Council)				
<b>3</b>					
<b>Key Areas Where Customer Data is not Currently Collected</b>					
<b>1</b>					
<b>2</b>					
<b>3</b>					
<b>Customer Issues Arising From Service Plan Reviews</b>					

## Deputy Chief Executive's SCORECARD Q1 2010/11

### 5. PEOPLE - STAFF

This Quarter our Staff Results are ●



#### Annual Measures:

Staff Survey - Satisfaction		SES Targets		
Dir:	76.9%		<b>Target</b>	<b>Actual</b>
BCC:	73.5%	% BME	8.8%	6%
		% Young	5.5%	0%
		% Disabled	-	8%

Please note: Establishment stats and SES actuals do not include apprentices, trainees and 'interns'.

PMDS	1	2	3	4	5	Staff Issues Arising From Service Plan Reviews:	
Dir:	-	-	41.49	48.94	4.25	Retention	May become an issue due to uncertainty around the restructuring
BCC:	0.04	1.07	43.29	40.04	2.49		
Figures based on 2009/10 scores as at 10/8/10							

### 6. FOLLOW UP

Improved Since Last Quarter (No Longer red)			Doing Very Well (Green +)		
1	N/A for Q1 – To be advised for Q2		1	N/A for Q1 – To be advised for Q2	
2			2		
3			3		

**KEY TO SCORECARD: C&M – Communications & Marketing Division; S&P – Strategy & Performance Division**


**HEALTH AND SOCIAL CARE - First quarter monitor**

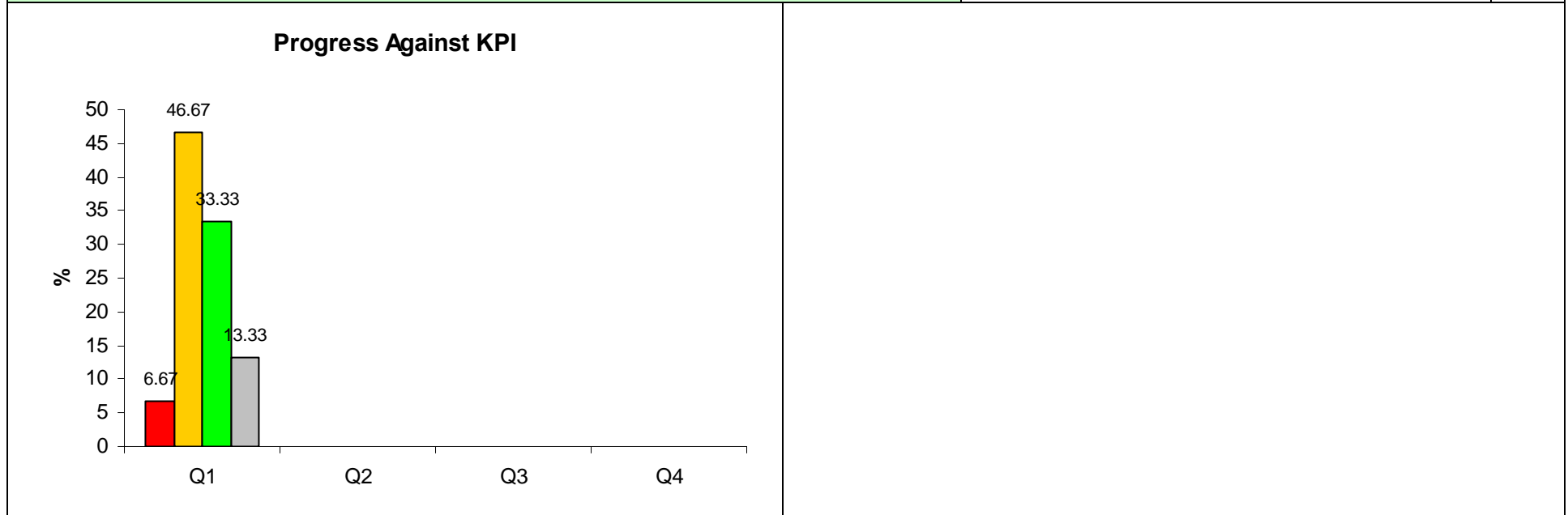
<b>Service Area</b>	<b>Latest Budget</b>	<b>Forecast Outturn</b>	<b>Variance</b>	<b>Narrative</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	
<b>Older People (NM)</b>				
<b>1. Localities and Care Direct</b>				
1a Locality Assessment Teams	21,738	21,916	178	Projected overspends on Residential +£201k, Daycare +£109k, Accommodation Based Support/Community Outreach +£111k, Direct Payments +£200k and Other +£45k, offset by Emp Costs (£34k), Nursing (£58k) and Homecare (£396k).
1b Care Direct	543	479	(64)	
1c Other costs	495	669	174	
	<b>22,776</b>	<b>23,064</b>	<b>288</b>	
<b>2. Hospitals &amp; Safeguarding</b>				
2a Hospitals	9,396	9,848	452	Projected overspends in Nursing +£320k, Residential +£552k and Other +£4k, offset by Emp Costs (£305k), Interim Placement Beds (£108k) and Respite Care (£11k).
2b Other	430	420	(10)	
	<b>9,826</b>	<b>10,268</b>	<b>442</b>	
<b>3. Older People &amp; Care Brokerage Commissioning</b>				
3a Commissioning Manager	458	456	(2)	Emp Costs +£62k.
3b Care Brokerage	372	434	62	
3c Other	250	214	(36)	
	<b>1,080</b>	<b>1,104</b>	<b>24</b>	
<b>4. Property Income</b>	(1,308)	(1,308)	0	
<b>Divisional Total</b>	<b>32,374</b>	<b>33,128</b>	<b>754</b>	
<b>Learning Difficulties, Mental Health, Disabled People (AH)</b>				
<b>1. Learning Difficulties</b>				
1a Locality Teams LD	20,156	20,170	14	Projected underspends in Residential/Nursing (£272k) and Homecare (£66k), offset by Staffing +£86k, Direct Payments +£120k, Daycare +£52k, Out-county placements +£36k, respite care +£23k, and other +£35k.
1b LD S28a Transferred Services net of PCT funding	(569)	(178)	391	
1d LD Other	491	535	44	Projected overspend due to Sec28a income shortfall +£588k, Homecare +£49k and B&NES PCT re LD transfer +£68k, offset by Residential/Nursing (£199k), Accommodation based support (£74k) and family support (£42k).
	<b>20,078</b>	<b>20,527</b>	<b>449</b>	
<b>2. PSI, Asylum, Transitions and Carers</b>				
2a PSI	8,157	9,062	905	Residential/Nursing +£390k, Homecare +£389k, Direct Payments +£203k, Staffing (£115k), other +£38k
2b Transitions	2,750	2,774	24	
2c Asylum Seekers	772	884	112	Currently 72 open cases, there were 65 budgeted +£70k, rents +£22k, refugee week +£20k.
2d Carers	994	995	1	
2e Other	238	238	0	
	<b>12,911</b>	<b>13,953</b>	<b>1,042</b>	
<b>3. Supporting People</b>				
5a Supporting People	27,345	26,480	(865)	Projected underspends from Payment to Projects Review (£1,117k), offset by Emp costs +£20k, Other +£35k and withdrawal of grant for administration (ABG) +£197k.
5b VSH	2,797	2,836	39	
5c Other	59	62	3	Increase in spot contract charges +£39k.
	<b>30,201</b>	<b>29,378</b>	<b>(823)</b>	
<b>4. LD Commissioning</b>	955	948	(7)	
<b>5. MH Commissioning</b>	1,603	1,608	5	
<b>Sub Total LD, MH , Disabled</b>	<b>65,748</b>	<b>66,414</b>	<b>666</b>	
<b>6. Mental Health AWP</b>				
6a Mental Health Adults of Working Age	7,820	8,688	868	Projected overspend on Residential/Nursing +£534k, Accommodation based support +£542k, recharges to Health Authority +£46k and other +£3k, offset by Daycare (£91k), Direct Payments (£28k) and Staffing (£138k), Residential/Nursing (£162k), Daycare (£199k), Home Care (£58k), Staffing (£63k), other +£31k
6b Mental Health People with Dementia	5,766	5,316	(450)	
<b>Sub Total Mental Health AWP</b>	<b>13,586</b>	<b>14,004</b>	<b>418</b>	
<b>Divisional Total</b>	<b>79,334</b>	<b>80,418</b>	<b>1,084</b>	

## HEALTH AND SOCIAL CARE - First quarter monitor

Service Area	Latest Budget £000	Forecast Outturn £000	Variance £000	Narrative
<b>Care Services (JM)</b>				
<b>1. Operations Service Manager</b>	91	145	54	Consultant +£57k, other small variances (£3k).
<b>2. Longer Term Services</b>				
2a Residential Unit - School Rd	476	494	18	Overspends on salaries +£27k. Other small variances (£9k).
2b Continuing to Care	3,439	3,205	(234)	Underspends on salaries (£146k), CHC income (£52k) and other small variances (£36k).
2c Community Meals Service	874	669	(205)	Underspends on salaries (£88k), over recovery on income (£129k) and other small variances +£12k.
2d LD Day Centres	3,651	4,286	635	Projected overspend due to non-achievement of savings +£764k and overspend on premises +£66k, offset by underspend on salaries (£116k), over recovery on income (£64k) and other small variances (£15k).
2e Supporting People	200	73	(127)	Underspend on salaries (£182k), offset by overspends on supplies +£20k & transport +£42k. Other small variances (£7k).
2f Longer Term Other	148	180	32	Overspends on salaries of +£30k, other small variances +£2k
	<b>8,788</b>	<b>8,907</b>	<b>119</b>	
<b>3. Residential and OP Day Services</b>				
3a In House EPH/PWD Homes	11,424	11,739	315	Overspend on salaries +£66k. Under recovery of EPH income +£237k. Other small variances +£12k.
3b OP Day Centres	1,776	1,778	2	Underspends on salaries of (£40k). Under recovery of income +£46k. Other small variances (£4k)
3c Residential and OP Day Services Other	254	202	(52)	Underspends on salaries (£58k). Other small variances +£6k.
	<b>13,454</b>	<b>13,719</b>	<b>265</b>	
<b>4. Reablement</b>				
4a Residential Unit - Concord	938	840	(98)	Underspend on salaries of (£94k). Other small variances (£4k).
4b STAR	2,647	2,525	(122)	Underspend on salaries (£221k), offset by non-achievement of savings +£95k and other small variances +£4k.
4c Intermediate Care	3,449	3,292	(157)	Underspends on salaries (£170k). Other variances of +£13k.
4d Independent Living Service	2,787	2,535	(252)	Underspends on salaries (£252k).
4e Reablement Other	307	312	5	Small variances +£5k
	<b>10,128</b>	<b>9,504</b>	<b>(624)</b>	
<b>Divisional Total</b>	<b>32,462</b>	<b>32,276</b>	<b>(186)</b>	
<b>Putting People First/Standards (VB)</b>				
<b>1. Social Care Reform Grant</b>	0	(12)	(12)	
<b>2. Other Transformation</b>	374	371	(3)	
<b>3. Professional Development</b>	4,141	3,905	(236)	Underspends from employee costs (£100k), refund on fees (£6k) and other costs (£130).
<b>4. Performance and Standards</b>	635	550	(85)	
<b>5. ICT</b>	1,099	1,086	(13)	
<b>6. Legal Services</b>	819	843	24	
<b>7. Corporate Recharge</b>		170	170	
<b>Divisional Total</b>	<b>7,068</b>	<b>6,913</b>	<b>(155)</b>	
<b>Other Services</b>				
<b>1. Finance/The Director</b>	2,417	2,569	152	Projected overspend on transport +£22k, supplies and services +£224k and other variances of +£60k and 3rd party payments, offset by underspend on salaries (£71k), over recovery of income (£85k). Other small variances +£2k.
<b>Sub-total</b>	<b>153,655</b>	<b>155,304</b>	<b>1,649</b>	
<b>Less capital charges</b>	(478)	(478)	0	
<b>Directorate total</b>	<b>153,177</b>	<b>154,826</b>	<b>1,649</b>	

# Health & Social Care Scorecard Q1 2010/11



<b>1. PERFORMANCE</b>	This Quarter our Performance Results are	
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Process Measures:	Proposed Actions	Current Most Critical 3 Reds	Proposed Actions
		1. Rate of permanent admissions	Targeted and controlled reduction in admissions.
		2. Cost of care packages	Review of contracts and high cost care packages
		3. Care Management / SDS	Revision and slimming down of care management process.

Progress Against Service Plan Targets					Performance Issues Arising From Service Plan Reviews:	
Service Area / Directorate Targets						The issues and actions we are taking have been described in the section above titled 'current most critical 3 reds'
	Red	Amber	Green	Complete		
Q1	3%	49%	44%	4%		

## Health & Social Care Scorecard Q1 2010/11

<b>2. POUNDS</b>				This Quarter our Pounds Results are			
<b>Q. Budget Monitor</b>			<b>Current Most Critical Finance Risks</b>		<b>Proposed Actions</b>		
	<b>£m</b>		High cost placements and high cost / high volume block contracts		Improved commissioning focus, strategic review of in house services, review of high cost places to deliver improved value for money. Reduction in admissions to care homes, more personalised care services nearer to other local authorities in terms of hours of care delivered.		
Annual Budget (Net)	153.2		High number of admissions to residential care and length of stay.				
Actual Spend To Date	-		Cost of care packages which are above average because of amount of service provided				
Variance From Planned Spend	1.6						
Current Forecast Yr End Outturn	154.8						
<b>Value for Money Measures</b>							
<b>Corporate Priorities</b>				<b>Directorate Priorities</b>			
	<b>Measure</b>	<b>Status</b>	<b>Proposed Action</b>				
<b>1</b>	Residential care for Older People	Review of future direction of residential futures programme. Fewer admissions to residential care			<b>1</b>	Reduce number of high cost care plans	
<b>2</b>	Home Care	Review of in house service provision. Introduce EMS and potentially tender for home care			<b>2</b>	Reduce high cost / high volume block contracts	
<b>3</b>	Learning Difficulties Services	Renegotiate high cost placements, less residential care and revised accommodation strategy			<b>3</b>	Improve efficiency and effectiveness of care management	
<b>Capital Programme</b>				<b>Finance Issues Arising From Service Plan Reviews:</b>			
No. Of Programmes = 5				<b>The issues and the actions we are taking have been described in the section above titled 'current most critical finance risks'</b>			
No. Running Late = 0							
No. Over Budget = 0							
No. Late & Over Budget = 0							
<b>3. RISK</b>				This Quarter our Risk Results are			
<b>Current Top Risks:</b>				<b>Significant New Risks Identified:</b>			
	<b>Risk</b>	<b>Impact</b>	<b>Prob.</b>	<b>Risk</b>		<b>Impact</b>	<b>Prob.</b>
	1. Managing demand within budget	H	M	1. Comprehensive Spending Review		H	H
	2. Culture of sickness and grievance in parts of workforce	H	H	2. NHS Transformation (White Paper)		H	H
	3. Lack of stability at senior management level	H	H	3. NHS financial constraints		H	H

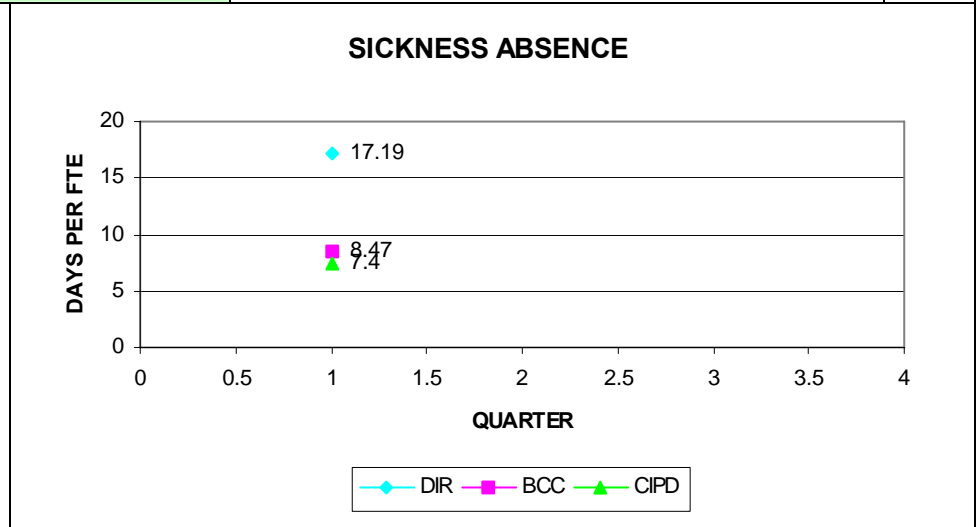
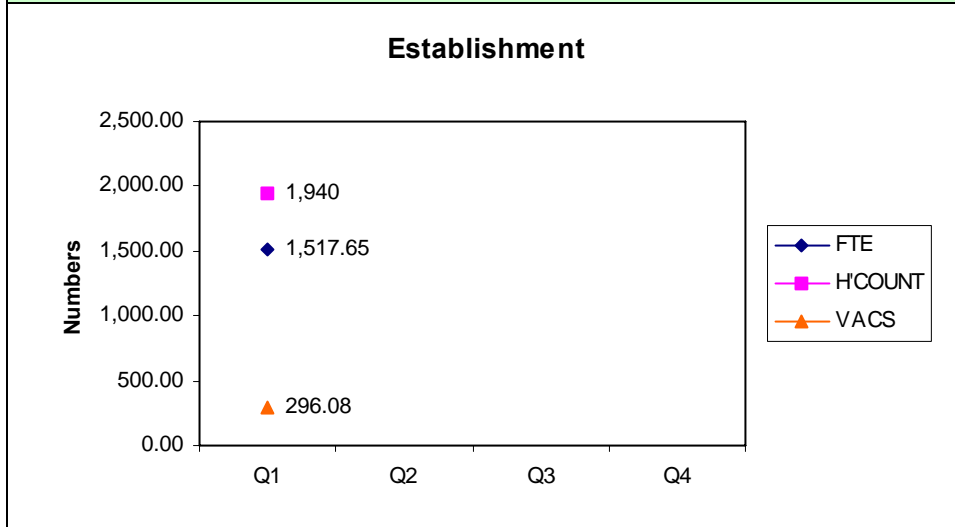
## Health & Social Care Scorecard Q1 2010/11

<b>4. PEOPLE - CUSTOMERS</b>				This Quarter our Customer Results are	<span style="color: green; font-size: 24px;">●</span>
<b>Complaints Vs. Response Targets:</b>				<b>Customer Satisfaction Results (we asked)</b>	
	<b>No Recd</b>	<b>Per ¼ in 09/10</b>	<b>Actual</b>	DoH Home Care 2009-10	
<b>Statutory</b>	24	31		DoH Carers 2009	
				DoH Equipment 2009-10	
				Practitioner/Care Direct (ongoing cumulative, data as Q3&Q4 2009-10)	
<b>Ombudsman</b>	0			Direct Payments March 2010	
<b>Upheld</b>	10	15		Home Care QA visits (ongoing cumulative, data as 05/08/2010)	
<b>What Customers Are Telling Us? (They Said)</b>					
<b>1</b>	93% of <b>Home Care</b> respondents satisfied with the help they receive in their own home from HSC.				
<b>2</b>	82% of <b>Carers</b> respondents satisfied with support/services they, and the person they care for, received from HSC in last 12 months.				
<b>3</b>	92% of respondents satisfied with the most recent piece of equipment/minor adaptation to their home received from HSC.				
<b>4</b>	86% of respondents satisfied with the <b>Practitioner/Care Direct</b> (94% with Practitioner, 79% with Care Direct).				
<b>5</b>	91% of respondents satisfied with the <b>Direct Payments</b> service from Bristol City Council.				
<b>6</b>	93% of those <b>visited</b> (by Contract Compliance Assistants), satisfied with the <b>Home Care</b> service they receive.				
<b>What Are We Doing? (We Did)</b>					
<b>A</b>	Distributed a "you said, we did" leaflet to all survey recipients relating to results of Home Care survey.				
<b>B</b>	Already established programmes of work within Carer's team.				
<b>C</b>	Processes already in place to action plan findings from Practitioner/Care Direct survey and monitor Home Visit QA monitoring.				
<b>What Needs To Be Done? (We Must Do)</b>					
<b>1</b>	Follow up on specific areas to assess potential areas of improvement outside customer satisfaction, which is already very high.				
<b>2</b>					
<b>Key Areas Where Customer Data is not Currently Collected</b>					
<b>1</b>	Better coordination - We have multiple consultations running across HSC.				
<b>2</b>	Better coordination - We have small surveys where the results are not incorporated with rest of survey work. .				
<b>3</b>					
<b>Customer Issues Arising From Service Plan Reviews</b>					
	These issues and the actions we are taking have been described above.				

## Health & Social Care Scorecard Q1 2010/11

### 5. PEOPLE - STAFF

This Quarter our Staff Results are ●



#### Annual Measures:

Staff Survey - Satisfaction		SES Averages		
Dir:	77%		<b>BCC Averages</b>	<b>Directorate Averages</b>
BCC:	73.5%	% BME	7.48%	7.76%
		% Young (16 to 24)	4.32%	0.76%
		% Disabled	4.60%	7.5%

PMDS	1	2	3	4	5	Staff Issues Arising From Service Plan Reviews:	
Dir:	0	0.9	55.02	27.56	0.72	PMDS	Scores not consistent with organisational performance
BCC:	TBC	TBC	TBC	TBC	TBC	Sickness	High rates of embedded sickness in large parts of directorate
						Retention	
						H&S	

### 6. FOLLOW UP

Improved Since Last Quarter (No Longer red)			Doing Very Well (Green +)		
1	N/A for Q1 – To be advised for Q2		1	N/A for Q1 – To be advised for Q2	
2			2		
3			3		

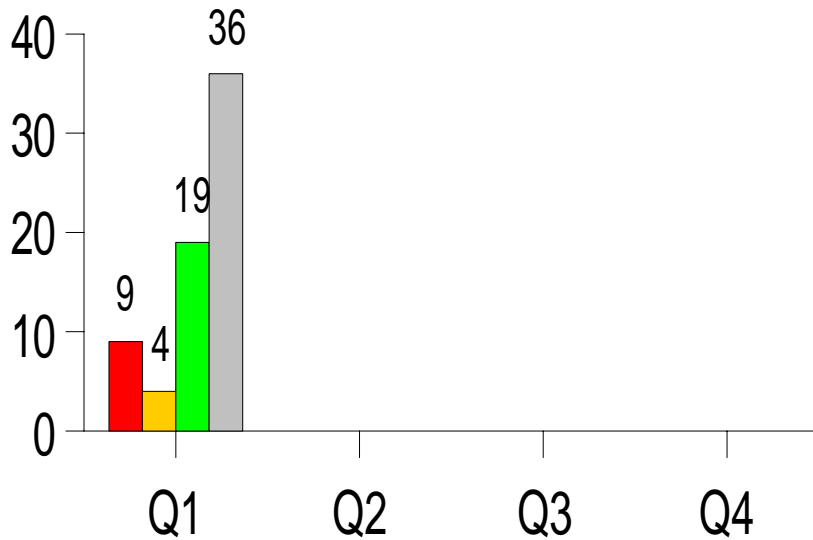
**NEIGHBOURHOODS - First quarter monitor**

Service Area	Latest Budget	Forecast Outturn	Variance	Narrative
	£000	£000	£000	
<b>Strategic Housing</b>				
Housing Solutions	3,195	3,097	(98)	Underspend on B&B payments, partially off-set by corresponding lower income. Underspend on salaries due to unfilled vacancies.
Rehousing	296	184	(112)	Underspend due to a number of unfilled vacancies. 1 x BG8 & 0.5 BG6 positions to be deleted. Also savings on supplies & services.
Welfare Benefit Services - Payments (turnover c. £190m)	225	464	239	Forecast based on continued recovery of HB subsidy on 09/10 performance levels for LA Error. Increase in Deregulated Tenancy costs which do not attract full-subsidy are included and will be closely monitored.
Welfare Benefit Services - Admin	1,729	2,012	283	The overspend relates mainly to the use of temporary staff which has now ceased but for which there was no budget. Further overspends relate to computer costs, subscriptions and various fees (i.e. translation). Partly offset by use of reserve (see below).
Private Sector Housing	2,592	2,521	(71)	Underspend on salaries due to vacancies within team, most for part of the year. Underspend on premises due to reduced service charge.
Housing Strategy and Commissioning	702	627	(76)	Underspend on salaries due to unfilled vacancies.
Gypsies & Travellers	204	194	(9)	
Tenant Support Service	0	0	0	
	<b>8,943</b>	<b>9,098</b>	<b>156</b>	
<b>Environment and Leisure</b>				
Recycling Contracts	264	264	(1)	
Waste Disposal	3,837	3,954	117	Mostly (£93K) due to increase in price of Landfill cost above budgeted rates but also some due to increase in volumes.
Landfill Tax	4,617	4,805	188	Increase in forecast volumes of waste to be disposed of and therefore in landfill tax payable.
HWRCs	1,082	974	(108)	Staff savings, mostly at St Phillips, due to open posts and acting up.
Transfer Stations	1,365	1,317	(48)	Vacant posts at St Phillips transfer station not being backfilled, pending closure.
Waste Collection	9,779	9,791	12	
Street Cleaning	5,365	5,473	108	Expected Cleansing contract costs forecast to increase at 4% but budgeted at 1.89% (RPIX at budget).
Toilets	716	731	15	Increase in Utilities costs.
Waste General & Waste BDU	2,101	1,472	(629)	£433K underspend per budget, remainder represents staff savings due to open posts and some increased income plus staff savings in Waste BDU
Abandoned Vehicles, Facilities, Clean & Green, Waste on Land, Comms Project, Citizens Jury	1,052	1,643	590	£590K costs of procurement of new waste contracts and projects/ one off initiatives on waste, prior to application of reserves (see below).
Public Health Services	1,322	1,321	(1)	
Pest Control	650	650	(0)	
Scientific Services	199	199	(0)	
Sports	3,531	3,574	42	£15K Loss of income during Bristol south pool closure; £10K EMU fixed fee un-budgeted; £11K SLM contract price income un-budgeted.
Cems & Crems	(645)	(645)	0	
Parks	7,430	7,951	521	£217k costs of S106 offset by use of reserves (see below); £185K additional S106 costs pressure. £63K forecast shortfall in Landscapes profit £40K TUPE adjustment on Central contract and £20K additional costs of bringing quality of South area (Quadron) contract into line with Central area (English Landscapes) spec.
	<b>42,666</b>	<b>43,474</b>	<b>808</b>	
<b>Safer Bristol</b>				
Anti Social Behaviour Team	448	372	(75)	3 posts vacant for first 5 months of the year. In addition a maternity is not being backfilled.
Community Safety	2,869	2,869	0	
Drug Strategy	963	963	1	
Emergency Control Centre	494	475	(20)	
Enforcement	2,493	2,308	(185)	Enforcement is carrying 3 vacancies and 2 maternities which are not being fully backfilled.
Licensing	311	265	(47)	Controls on legal spend are significantly reducing costs incurred.
Safer Bristol Delivery	820	788	(32)	Vacancies are to be held to end of year.
Youth Offending Team	1,306	1,306	0	
	<b>9,705</b>	<b>9,347</b>	<b>(358)</b>	
<b>Neighbourhoods &amp; Communities</b>				
Community Development	4,766	4,753	(14)	
Equalities & Social Inclusion	168	54	(114)	2 Equalities Officers are on maternity that are not being backfilled. Additionally there are vacancies being carried. Positive Action training budget significantly under committed.
Neighbourhood Partnerships	500	470	(30)	Area Co-ordinators were not all in post until June '10. Democratic services requirement has reduced by the equivalent of 0.5FTE.
	<b>5,435</b>	<b>5,277</b>	<b>(158)</b>	
<b>Other</b>				
Customer Support	4,801	4,675	(126)	Main variance relates to current vacancies.
<b>Sub-total</b>	<b>71,550</b>	<b>71,872</b>	<b>322</b>	
<b>Less use of reserves:</b>				
Benefits Administration			(156)	
Parks			(217)	
Waste			(591)	
<b>Directorate total</b>	<b>71,550</b>	<b>71,872</b>	<b>(642)</b>	

## Neighbourhoods Scorecard Q.1 2010

**1. PERFORMANCE** This Quarter our Performance Results are ●

### Progress Against KPI





- No q1 benchmarking data available


Process Measures:	Proposed Actions	Current Most Critical 3 Reds	Proposed Actions
Process times	To monitor customer enquiry response times across the service (E&L)	NI 181 - time taken to process HB/CTB claims	Full implementation of Business Process Re-engineering and 2 are critical. Plus intro of self-service.
Channel shift		NH510 - missed domestic waste collections	Reported back to contractors at monthly/quarterly meeting.
Website hits		NI196 - improved street and env cleanliness	Operation Spring Clean focuses on particular areas.
Services online			

Progress Against Service Plan Targets					Performance Issues Arising From Service Plan Reviews:	
Service Area / Directorate Targets					There were no significant issues arising from performance improvement service reviews	
	Red	Amber	Green	Complete		
Q1	19	19	76	11		
Q2						
Q3						

## Neighbourhoods Scorecard Q.1 2010

Q4																							
<b>2. POUNDS</b>												This Quarter our Pounds Results are											
<b>Q. Budget Monitor</b>						<b>Current Most Critical Finance Risks</b>						<b>Proposed Actions</b>											
Annual Budget (Net)				71.5		Failure to provide a Housing Benefits service of adequate standard to budget and to maximise subsidy receipt						BPR completed and new process in place											
Actual Spend To Date				28.1																			
Variance From Planned Spend				(0.6)																			
Current Forecast Yr End Outturn				70.9																			
<b>Value for Money Measures</b>																							
<b>Corporate Priorities</b>								<b>Directorate Priorities</b>															
<b>Measure</b>		<b>Status</b>		<b>Proposed Action</b>				<b>Measure</b>		<b>Status</b>		<b>Proposed Action</b>											
1 Economy measure for homelessness.		TBC		CIPFA RA and RO results are being compared and tested.				1 Housing Benefits Administration				Monitor spend per head											
2								2															
3								3															
<b>Capital Programme</b>								<b>Finance Issues Arising From Service Plan Reviews:</b>															
No. Of Programmes =				21								Removal of funding for free swimming (E&L)											
No. Running Late =				3								New service managers appointed, restructure to be completed by 31 <sup>st</sup> March 2011 to deliver savings (Safer Bristol)											
No. Over Budget =				1								Business cases in Benefits held up in EA Gateway process (SH)											
No. Late & Over Budget =				0																			
<b>3. RISK</b>												This Quarter our Risk Results are											
<b>Current Top Risks:</b>						<b>Significant New Risks Identified:</b>																	
<b>Risk</b>			<b>Impact</b>		<b>Prob.</b>	<b>Risk</b>						<b>Impact</b>		<b>Prob.</b>									
1 Division does not deliver due to lack of capacity (Strat Hsg)			H		H	1 Structural changes in partner organisations or partnerships leading to non- delivery (Safer Bristol, Strat Hsg & N&C)						H/M		H/M									
2 Fail to achieve engagement and provide added value (N&C)			H		M	2 Wider cutbacks impact on the commitment to deliver at neighbourhood level (N&C)						H/M		H/M									
3 Area Green Space Plan consultation (E&L)			H/M		H/M	3 Services fail to reduce homeless numbers, reduce B&B numbers and maximise HB recovery (Strat Hsg)						M		M									

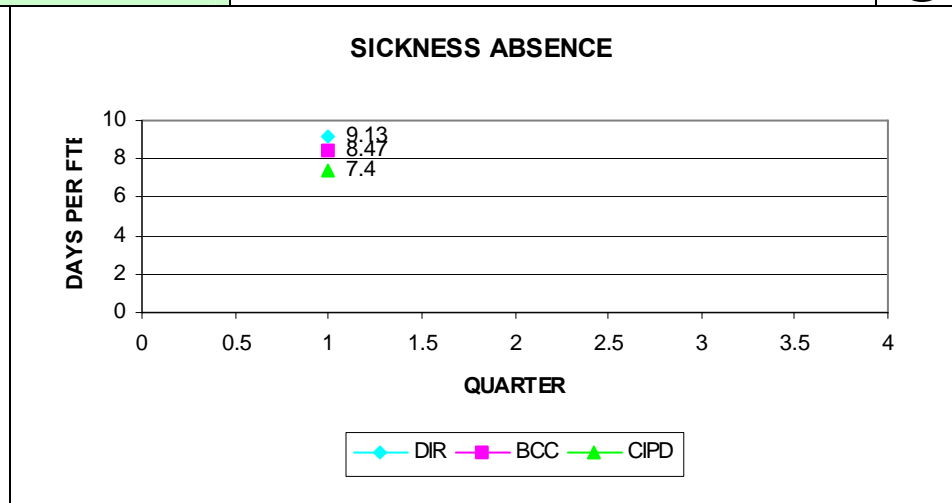
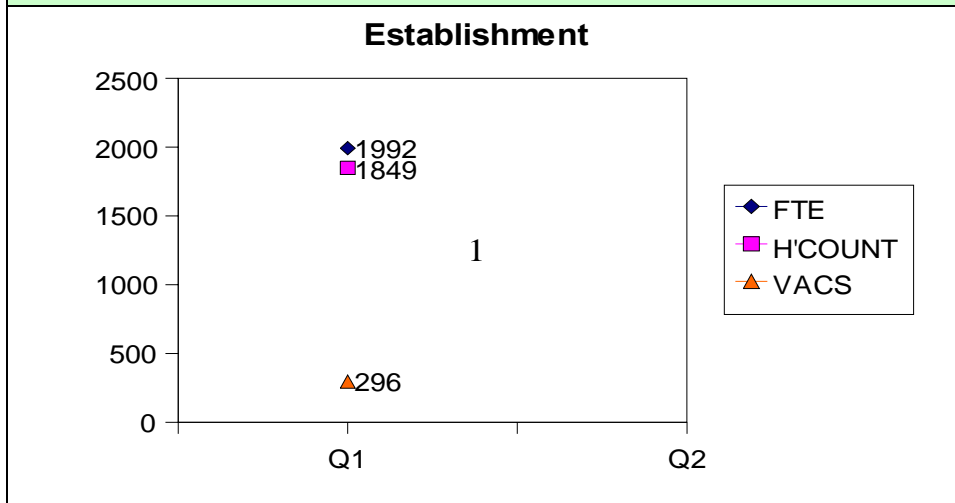
## Neighbourhoods Scorecard Q.1 2010

4. PEOPLE - CUSTOMERS				This Quarter our Customer Results are	
<b>Complaints Vs. Response Targets:</b>				<b>Customer Satisfaction Results (we asked)</b>	
	<b>No Recd</b>	<b>Target</b>	<b>Actual</b>	50% satisfied with Fair Comment process.	
<b>Stage 1</b>	500	90%	95%	50% satisfied with outcome of complaint.	
<b>Stage 2</b>	17	90%	97%		
<b>Stage 3</b>	8	100%	100%		
<b>Ombudsman</b>	7	100%	100%		
<b>Upheld</b>	206	40%	40%		
<b>What Customers Are Telling Us? (They Said)</b>					
1	Management should learn more from complaints - <u>40% are fully or partially upheld.</u>				
2	50% of all customer complaints concern one service - Waste Services & Streetscene - collections and refuse issues.				
3	Complainants say they want quicker responses i.e. 5 working days as opposed to 15.				
<b>What Are We Doing? (We Did)</b>					
A	Review current monitoring arrangements and seek the involvement of customers when considering changes to services in response to trends identified				
B	Recording, tracking and monitoring of complaints within the service unit (E&L)				
C					
<b>What Needs To Be Done? (We Must Do)</b>					
1	Investigate centralised (at divisional level) recording and tracking of complaints (already started in Landlord Services)				
2					
3					
<b>Key Areas Where Customer Data is not Currently Collected</b>					
1	Apart from Rehousing and Housing Benefits, low numbers of complaints are recorded within the divisions of Strategic Housing and Safer Bristol.				
2					
3					
<b>Customer Issues Arising From Service Plan Reviews</b>					
		Service requests and customer feedback needs to be collected and evaluated more coherently so that it becomes a useful management tool (E&L)			

## Neighbourhoods Scorecard Q.1 2010

### 5. PEOPLE - STAFF

This Quarter our Staff Results are ●



#### Annual Measures:

Staff Survey - Satisfaction		SES Targets		
Dir:	69.9%			
BCC:	73.5%			
		<b>BCC Average</b>		<b>Directorate Averages</b>
		% BME	7.48	8.44
		% Young	4.32	4.97
		% Disabled	4.60	8.25

PMDS	1	2	3	4	5	Staff Issues Arising From Service Plan Reviews:	
Dir:	0.08	1.16	52.55	35.95	2.45	PMDS	Heavily weighted towards top end of scoring range. Urgent need for clarification of scoring process and training (SH)
BCC:	0.05	2.91	59.47	34.04	2.23	Sickness	Sickness up in 09/10 and Q1. Long term cases increasing average.
						Retention	
						H&S	

### 6. FOLLOW UP

Improved Since Last Quarter (No Longer red)			Doing Very Well (Green +)		
1	N/A for Q1 – To be advised for Q2		1	N/A for Q1 – To be advised for Q2	
2			2		
3			3		

## RESOURCES - First quarter monitor

Service Area	Latest Budget	Forecast Outturn	Variance	Narrative
	£000	£000	£000	
<b>Strategic Director Resources</b>				
Strategic Director Resources	224	224	0	
Procurement	1,781	1,824	43	
	2,005	2,048	43	
Less recharged to other Services and Directorates	(956)	(956)	0	
Other Income	(887)	(746)	141	Loss of agency rebate income due to reductions in spend on agency staff
<b>Budget net of recharges</b>	162	346	184	
<b>Human Resources</b>				
Strategic HR	3,387	3,317	(70)	Staff vacancies
	3,387	3,317	(70)	
Less recharged to other Services and Directorates	(3,348)	(3,398)	(50)	improved trading income from investigations
Other Income	(39)	(19)	20	
<b>Budget net of recharges</b>	0	(100)	(100)	
<b>Legal Services</b>				
Service Director - Legal	137	88	(49)	Staff vacancies
Lord Mayors Office / Chapel	525	523	(2)	
Democratic Services	1,055	1,077	22	Includes £36k for webcasting of committee room
Members Support	572	561	(11)	
Legal Teams	4,416	4,194	(221)	Staff vacancies, long term sick & maternity leave
	6,705	6,443	(261)	
Less recharged to other Services and Directorates	(2,091)	(2,093)	(2)	
Other Income	(4,850)	(4,490)	360	Income reduced because of staff vacancies, sickness & maternity in Legal teams above
<b>Budget net of recharges</b>	(236)	(140)	96	
<b>Finance</b>				
Service Director - Finance	149	149	0	
Directorate Finance Teams	6,320	6,003	(317)	Staff vacancies
Corporate Property	2,802	2,727	(75)	Staff vacancies
Internal Audit	1,772	1,707	(65)	Staff vacancies
	11,043	10,586	(457)	
Less recharged to other Services and Directorates	(11,043)	(11,043)	0	
Other Income	0	0	0	
<b>Budget net of recharges</b>	0	(457)	(457)	
<b>Property</b>				
Commercial Property Services				
Retail	(2,611)	(2,611)	0	
Industrial	(3,405)	(3,304)	101	Reduced income due to the economic downturn
Office	(814)	(843)	(29)	
Other	(1,983)	(1,988)	(5)	
Non- operational Property	1,280	1,570	290	Increase in the number of vacant properties, thus increasing costs & Harbourside site
<b>Total Property</b>	(7,533)	(7,176)	357	
<b>Statutory Services</b>				
Local Land Charges	482	462	(21)	
Electoral Services	953	1,006	53	Electoral services software
Registrar - Births, Deaths & Marriages	1,188	1,214	26	
	2,623	2,681	58	
Income	(1,195)	(1,110)	85	Drop in personal searches.
<b>Total Statutory Services</b>	1,428	1,571	143	
Corporate Management and Strategy	5,659	5,584	(75)	Reduced audit fee and modern records charge
Members Allowances	1,424	1,414	(10)	
Financing Transactions and General Expenses	544	394	(150)	Lower subscription fees, out of date cheques written back
Discretionary Rate Relief	216	246	30	
Empty / Miscellaneous Properties	128	128	0	
Asbestos removal	505	505	0	
GIS Infrastructure Costs	22	22	0	
Coroner	780	754	(26)	
<b>Directorate total</b>	<b>3,099</b>	<b>3,091</b>	<b>(7)</b>	

## Resources Scorecard Q1 2010/11

<b>1. PERFORMANCE</b>	This Quarter our Performance Results are	<span style="color: green; font-size: 24px;">●</span>
<p style="text-align: center;"><b>Progress Against KPI</b></p> <p style="text-align: center;">Comparator data is to be confirmed.</p>	<p>KPIs included in this progress report:</p> <p><b>RED (well below target)</b></p> <ul style="list-style-type: none"> <li>- RE312 Generation of receipts from property disposals</li> </ul> <p><b>AMBER (below target)</b></p> <ul style="list-style-type: none"> <li>- KL273 No. of working days lost due to sickness absence</li> <li>- RE323 Deaths registered within 5 days</li> <li>- RE371 Workforce Age Profile - % of employees aged 50 to 64</li> </ul> <p><b>GREEN (on, above or well above target)</b></p> <ul style="list-style-type: none"> <li>- KL002 No. of H&amp;S reportable incidents per fte 1000 employees</li> <li>- RE322 Births registered within 42 days</li> <li>- RE351 % of purchasing transactions under £500 made by e-procurement</li> <li>- RE352 % of programmed 'key' audit work completed</li> <li>- RE370 Workforce Age Profile - % of employees aged 24 and under</li> <li>- RE377 BME staff subject to disciplinary proceedings</li> </ul>	


Process measures	Proposed Actions		Proposed Actions
Process times	Implementation of General Register Office (GRO) recommendations to improve performance ref meeting national statutory standards for death registration (RE323).	RE312 Generation of receipts from property disposals	The position regarding capital receipts is still slow with very little activity in both the investment and development market. More innovative ways of dealing with the Council's surplus property are being considered.
Channel shift	Training for client departments to reduce dependency on Legal Services; also modernising access to registration and coroner & mortuary services.		

Progress Against Service Plan Targets					Delivery of Legal services:	
	Red	Amber	Green	Complete		
Q1	8	25	86	11	Delivery of Legal strategic options	Practical working with client departments to minimise usage of Legal Services is ongoing, to achieve required savings.
Q2					System improvements	System improvements by CC&P are on target but roll out may be delayed by team restructuring.
Q3					Achievement of standards	Ongoing work in Coroner Service to achieve death registration in line with national statutory standards.
Q4						

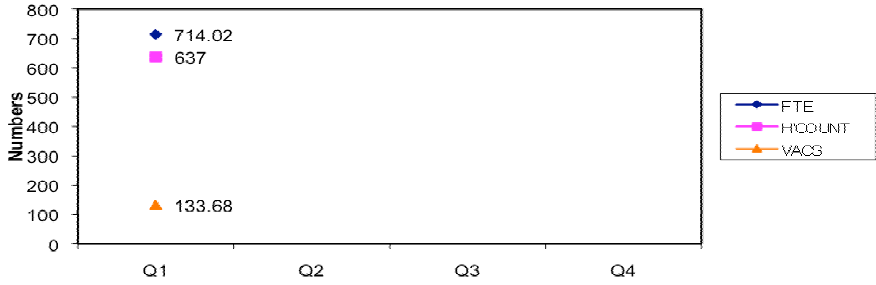
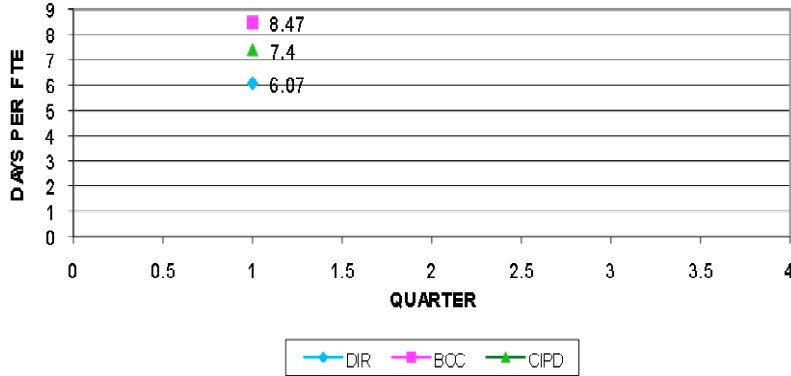
## Resources Scorecard Q1 2010/11

<b>2. POUNDS</b>				This Quarter our Pounds Results are		<span style="color: green; font-size: 20px;">●</span>	
<b>Q. Budget Monitor</b>			<b>Current Most Critical Finance Risks</b>		<b>Proposed Actions</b>		
	<b>£m</b>		<b>Reduction in Land Charges Income</b>		As the property market remains depressed there is unlikely to be an improvement, however this reduction in income can be offset by vacancy savings.		
Annual Budget (net)	3.1		<b>Reduction in rental income from the Commercial Property Trading Account (CTA) coupled with an increase in costs relating to vacant, unlet, properties in the account</b>		A significant proportion of CTA rental income is secured on ground leases which are less vulnerable to the economic downturn. We are currently trying to let some eight vacant commercial properties. Incentives, including rent-free periods, are offered where appropriate.		
Actual Spend To Date			Note: Current forecast is on target. However income is lower due to the downturn in the economy, offset by vacancy savings.				
Variance From Planned Spend	0.0						
Current Forecast Yr End Outturn (net)	<b>3.1</b>						
<b>Value for Money Measures</b>							
<b>Corporate Priorities</b>				<b>Directorate Priorities</b>			
	<b>Measure</b>	<b>Status</b>	<b>Proposed Action</b>		<b>Measure</b>	<b>Status</b>	<b>Proposed Action</b>
<b>1</b>	There are no corporate VFM measures applying to this directorate			<b>1</b>	VFM measures are being developed for Resources, in the context of the three Es (economy, efficiency, effectiveness)		
<b>Capital Programme</b>							
No. Of Programmes =	2	<b>Finance Issues Arising From Service Plan Reviews:</b>					
No. Running Late =	0						
No. Over Budget =	0						
No. Late & Over Budget =	0						
Capital programmes: Coroner's Court Refurbishment / Mortuary Provision; Lockleaze School Demolition							
<b>3. RISK</b>				This Quarter our Risk Results are		<span style="color: orange; font-size: 20px;">●</span>	
<b>Current Top Risks:</b>				<b>Significant New Risks Identified:</b>			
	<b>Risk</b>	<b>Impact</b>	<b>Prob.</b>		<b>Risk</b>	<b>Impact</b>	<b>Prob.</b>
<b>1</b>	Capital receipts	H	H	<b>1</b>	Continuation of ERP programme	M	M
<b>2</b>	Impact on workforce profile of restructuring	L	L	<b>2</b>	Transitional arrangements to new management structure	M	M

## Resources Scorecard Q1 2010/11

4. PEOPLE - CUSTOMERS				This Quarter our Customer Results are	
<b>Complaints Vs. Response Targets:</b>			<b>Customer Satisfaction Results (we asked)</b>		
	<b>No Recd</b>	<b>Target</b>	<b>Actual</b>	Survey of directorates, June 2010 (by email to Tier 1 & Tier 2): - what are the most useful things the RE directorate does in terms of adding corporate values? - what is the one major thing we can change/do better that would most improve how we work with you?	
<b>Stage 1</b>	125	15 Days	100%		
<b>Stage 2</b>	1	15 Days	100%		
<b>Stage 3</b>	0	N/a			
<b>Ombudsman</b>	0	N/a			
<b>Upheld</b>	60	N/a			
125 complaints were received in Q1 about Electoral Services, and pertained to difficulties experienced during the May elections. The service manager ensured a prompt response to every complaint and met the 15-day target in all cases. 60 were upheld, one of which progressed to Stage 2. The 65 complaints that were not upheld related to activities outside the Council's responsibilities. There were no complaints during the quarter for any other area of Resources.					
<b>What Customers Are Telling Us? (They Said)</b>					
1	Appreciation of high quality specialist professional advice – but can be over bureaucratic and policy-heavy				
2	At times slow and risk adverse (Legal)				
3	Managers want to be able to access up to date financial information				
<b>What Are We Doing? (We Did)</b>					
A	Meeting client departments to address challenges identified including legal usage, perception of lack of positive support, and responsiveness (Legal).				
B	All managers should receive a monthly transaction report. A simplified version of the Finance system (CCI) is available to all budget holders, giving real time access to their cost centres and allowing them to drill down to transaction level.				
C	HR have identified policies to change and improve so they are easier for managers to use.				
<b>What Needs To Be Done? (We Must Do)</b>					
1	Rationalise policies and protocols in the context of a policy framework linked to Bristol Performs				
2	Move forward with the action plans devised at the RE away day on 26 July, to address customer concerns (in all areas of RE)				
3					
<b>Key Areas Where Customer Data is not Currently Collected</b>					
1					
2					
3					
<b>Customer Issues Arising From Service Plan Reviews</b>					

## Resources Scorecard Q1 2010/11

<b>5. PEOPLE - STAFF</b>	This Quarter our Staff Results are	
<p>The business partners are working on verifying and 'tidying up' the establishment, especially with reference to vacancies.</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p style="text-align: center;"><b>Establishment</b></p>  </div> <div style="width: 45%;"> <p style="text-align: center;"><b>SICKNESS ABSENCE</b></p>  </div> </div>		

Annual Measures:				
Staff Survey - Satisfaction		SES Targets	Target	Actual
Dir:	76.3%	% BME	8.8%	6%
BCC:	73.5%	% Young	5.5%	11%
		% Disabled	-	7%

The RE establishment and SES statistics include BCC-wide apprentices and Building Futures trainees, so distorts the RE-specific performance.

PMDS	1	2	3	4	5	Staff Issues Arising From Service Plan Reviews:
Dir:	0.19	0.19	37.96	51.84	0.19	Maintaining or improving our workforce profile will be a challenge in a time of restructuring and downsizing. However what we can do is to put efforts into monitoring and improving BME representation in senior roles, thereby raising the profile of the Council as an employer of choice.
BCC:	0.04	1.07	43.29	40.04	2.49	
Figures based on 2009/10 scores as at 10/8/10						

RE scores are skewed towards the higher end compared with the Council overall (in particular the proportion of 4s in RE is higher than the BCC average, although the proportion of 3s is lower). One rationale is that this trend mirrors the upward trajectory of the CAA score (from a 2 to a 3). Another is that the restructuring - which was ongoing at the time of the last PMDS round - is now bedded in, with increased clarity on roles and functions.

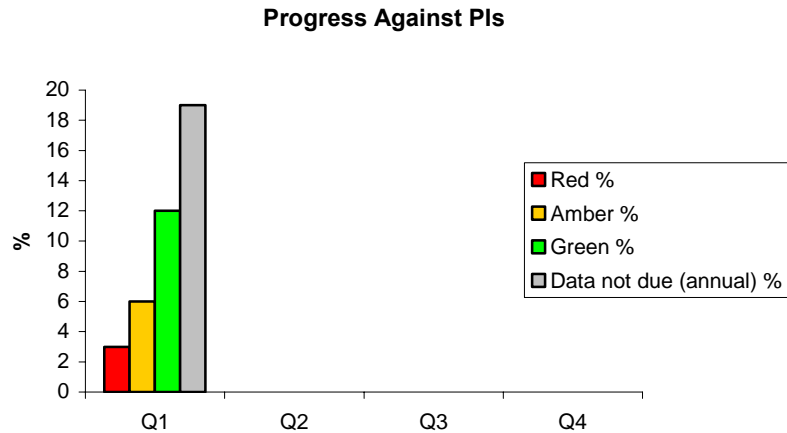
6. FOLLOW UP					
Improved Since Last Quarter (No Longer red)			Doing Very Well (Green +)		
1	N/A for Q1 – To be advised for Q2		1	N/A for Q1 – To be advised for Q2	
2			2		
3			3		

## TRANSFORMATION - First quarter monitor

Service Area	Latest Budget	Forecast Outturn	Variance	Narrative
	£000	£000	£000	
<b>Director of Transformation</b>				
Director of Transformation	274	274	0	Funded from reserve (below)
Organisational Development	479	479	0	
Hr & Tu Support	100	100	0	Funded from reserve (below)
	853	853	0	
Less recharged to other Services and Directorates	(513)	(513)	0	
	340	340	0	
<b>Integrated Customer Services</b>				
ICS Service Directors Office	171	171	0	
ICS Customer Service	7,616	7,519	(97)	Savings due to vacant posts
Insight & Design	201	191	(10)	
Local Tax	6,041	6,078	37	
	14,029	13,959	(70)	
Less recharged to other Services and Directorates	(5,906)	(5,906)	0	
Other Income	(2,293)	(2,293)	0	
	5,830	5,760	(70)	
<b>Shared Transactional Services</b>				
STS Director	123	123	0	
Shared Transactional Service Centre (HR)	4,939	4,484	(455)	Saving used to repay STS phase 1 borrowing (£435k)
Shared Transactional Service Centre (Agency)	3,375	360	(3,015)	Reduction in agency member salaries due to reduced turnover
Shared Transactional Service Centre (Finance)	2,426	2,630	204	Funded from reserve, to be repaid 11/12
Facilities Management	7,476	7,395	(81)	
Fleet	6,439	6,476	37	
Cleaning	3,152	3,185	33	
Admin Buildings	9,584	10,002	418	Somerfield House\closed buildings net cost met by reserve
	37,514	34,655	(2,859)	
Less recharged to other Services and Directorates	(35,016)	(31,551)	3,465	Reduction in agency turnover
Other Income	(2,795)	(2,795)	0	
	(297)	309	606	
<b>Information &amp; Communication Technology</b>				
I&CT Management	79	84	5	
Supplier Management	0	57	57	Part of new ICT structure
Major Projects team	0	439	439	Part of new ICT structure
Applications	0	0	0	
Enterprise Architecture	402	671	269	Part of new ICT structure
Information Management	1,576	1,492	(84)	Reduction in overhead allocation
Business Partnership	164	142	(22)	
I&CT Service Delivery	11,472	12,861	1,389	Includes cost of transferring directorate ICT teams
	13,693	15,746	2,053	
Less recharged to other Services and Directorates	(13,981)	(16,034)	(2,053)	Includes income for directorate ICT teams
	(288)	(288)	0	
<b>Transforming Bristol Portfolio</b>				
TBP Service Director	229	229	0	
Centre of Excellence	1,024	1,022	(2)	
Business Process reengineering	315	315	0	
	1,568	1,566	(2)	
<b>Programmes</b>				
ERP Procurement Programme	208	208	0	
New Ways of Working	546	546	0	
	754	754	0	
<b>Corporate Management and Strategy</b>	1,835	1,835	0	
<b>Sub-Total</b>	<b>9,742</b>	<b>10,276</b>	<b>534</b>	
<b>Transferred from reserves</b>				
to fund Transforming Bristol Portfolio	(736)	(736)	0	
to fund Director of Transformation	(374)	(374)	0	
to fund ERP Procurement Programme	(208)	(208)	0	
to fund STS Finance part saving (10/11 only)	0	(204)	(204)	STS Finance saving to be repaid 11/12
to fund Somerfield House		(572)	(572)	
to fund Repairs - Council House moat		(80)	(80)	
to fund Fleetwave implementation		(48)	(48)	
<b>Transferred to reserves</b>				
Transfer to STS reserve (FM)		120	120	Repayment of STS phase 1 borrowing
Transfer to STS reserve (HR)		250	250	Repayment of STS phase 1 borrowing (£435k required)
<b>Directorate total</b>	<b>8,424</b>	<b>8,424</b>	<b>0</b>	

# Transformation Summary Scorecard Q1 2010/11

**1. PERFORMANCE** This Quarter our Performance Results are   



**National Indicators/ Key Local Indicators:** Two

KL270 Council Tax collected: **Below target**

- Q1 Target: 28.78% Q1 Result: 28.6%

KL271 National Non-Domestic Rate collected **Below target**

- Q1 Target: 30.5% Q1 Result: 29.05%

**Service Directorate Indicators:** Forty one

Three indicators **well below target.**

ICS Percentage calls abandoned:

- Q1 Target: 10% Q1 Result: 11.61%

ICS Percentage calls answered in 50 seconds:

- Q1 Target: 70% Q1 Result: 63.32%

ICT Service availability:

- Q1 Target: 85% Q1 Result: 76%

Process Measures:	Proposed Actions
<b>Process Measures</b>	
<b>Channel shift</b>	Channel shift requires the Modernising Customer Services Programme, and a new, transactional website.
<b>Website hits</b>	
<b>Services online</b>	
<b>Performance Issues Arising From Service Plan Reviews:</b>	
<b>ICS</b>	
Programme management resource required for Modernising Customer Services programme (working with CoE to identify)	
Local Tax home working/ smart working to be approved.	
<b>ICT</b>	
Delays to knowledge sharing with CoE Assets hardware position to be completed.	
<b>STS F&amp;P/HR/ Facilities</b>	
F&P/HR – Actions related to ERP to be reviewed at Q2.	
FM – Indicators in balanced scorecard to be prioritised.	
<b>OD</b>	
Finalisation of OD strategy and plan (should be August 2010).	

Most Critical 3 Reds	Proposed Actions
National Indicators/ Key Local Indicators: <b>(Revised Q1 data)</b>	Both Local Tax indicators are close to target for Q1, but are strongly influenced by the uncertain economic recovery.
Directorate indicators: Telephone contacts	Call answering targets have been put under pressure by delays in obtaining agreement to fill staff vacancies. We forecast that the standards can be achieved in the second half of the year.
ICT Service availability	ICT has a legacy of supporting too many 'priority' applications, which is being addressed by Enterprise Architecture.

<b>Progress Against Service Plan Targets</b>			
Service Area / Directorate Targets			
	Red	Amber	Green or Complete
Q1	11%	22%	67%
Q2			
Q3			
Q4			

## Transformation Summary Scorecard Q1 2010/11

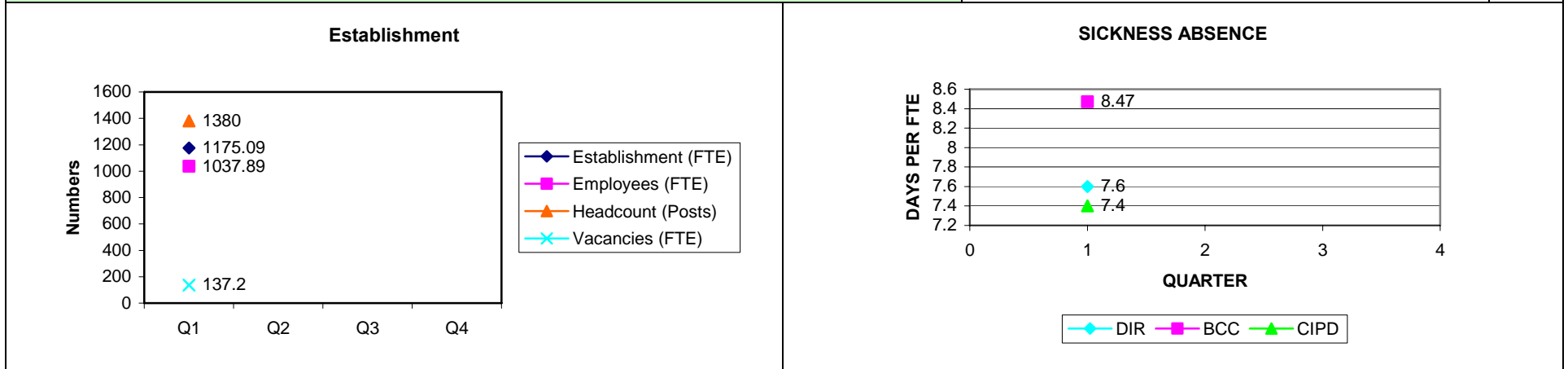
<b>2. POUNDS</b>				This Quarter our Pounds Results are		<span style="color: green; font-size: 24px;">●</span>		
<b>Q. Budget Monitor</b>			<b>Current Most Critical Finance Risks</b>		<b>Proposed Actions</b>			
		<b>£m</b>	No critical financial risks.					
Annual Budget (Net/Gross) <b>NET</b>		£8.4m						
Actual Spend To Date (Not published at Directorate level)		-						
Variance From Planned Spend		£0						
Current Forecast Yr End Outturn		£8.4m						
<b>Value for Money Measures</b>								
<b>Corporate Priorities</b>			<b>Directorate Priorities</b>					
	<b>Measure</b>	<b>Status</b>	<b>Action</b>		<b>Measure</b>	<b>Status</b>	<b>Proposed Action</b>	
<b>1</b>	<b>None</b>			<b>1</b>	TR364b Recruitment - cost per appointment	Above Target	N/a: Above target – Q1 Target: £850      Q2 Result: £605	
<b>2</b>				<b>2</b>	TR303 - Cost of Council Tax collection & administration / dwelling.	Above Target	N/a: Above target – 09/10 Target: £21.50      09/10 Result: £18.84	
<b>3</b>				<b>3</b>	TR335 Annual support costs per workstation	Above Target	N/a: Above target – 08/09 Target: £180      08/09 Result: £132	
<b>Capital Programme</b>			<b>Finance Issues Arising From Service Plan Reviews:</b>					
No. Of Programmes =		5	Single budgets	ICT	The single budget for ICT was delayed, but will be produced for Q2			
No. Running Late =		0		FM			A consolidated budget is not yet in place for FM. Some buildings have been transferred without budgets.	
No. Over Budget =		0	Capturing savings in FM		Plans are agreed for Cleaning and Security, but are more complicated for Fleet and Mail.			
No. Late & Over Budget =		0						
<b>3. RISK</b>				This Quarter our Risk Results are			<span style="color: orange; font-size: 24px;">●</span>	
<b>Current Top Risks:</b>			<b>Significant New Risks Identified:</b>					
<b>Risk</b>		<b>Impact</b>	<b>Prob.</b>		<b>Risk</b>		<b>Impact</b>	<b>Prob.</b>
1 Payroll IT system A new payroll IT solution is required. Change to plans for a Council-wide ERP solution may require a shorter-term payroll solution.		H	M		1 None		H/M	H/M
2 Information Security		H	M		2			
3 Transforming Bristol Portfolio delivery		H	M		3			

## Transformation Summary Scorecard Q1 2010/11

<b>4. PEOPLE - CUSTOMERS</b>			This Quarter our Customer Results are	<span style="color: green; font-size: 2em;">●</span>
<b>Complaints Vs. Response Targets:</b>			<b>Customer Satisfaction Results (we asked)</b>	
Most complaints relate to Local Tax: Stage 1 – 50 Stage 2 – 7 Stage 3 – 0 Ombudsman – 0	<b>Target</b>	<b>Q1 Actual</b>	Although customer satisfaction information is captured from our customer facing services, most services in Transformation are non-customer facing support services.	
			We have a mature internal customer survey in place with ICT.	
<b>Local Tax</b> – Percentage of all complaints responded to within corporate targets	90%	96%	<b>Customer satisfaction with the Contact Centre (all customers):</b> • 80.7%	
<b>Local Tax</b> – Percentage of Stage 1 complaints that escalate to Stage 2	No target	12.28%	<b>Customer satisfaction with the Contact Centre (BME customers):</b> • 80.14%	
<b>Recruitment</b> – Percentage of all complaints responded to within corporate targets. (nb. We had 1 complaint in Q1).	84%	100%	<b>Customer satisfaction with the Contact Centre (customers with disabilities):</b> • 81.51%	
<b>Recruitment</b> – Percentage of Stage 1 complaints that escalate to Stage 2	3%	0%	<b>The Audit Commission's inspection of the Benefits Service criticised customer access times.</b>	
<b>What Customers Are Telling Us? (They Said)</b>				
<b>1</b>	ICS is the main customer-facing service. We are currently seeing high satisfaction but very high pressure on services. This is likely to suggest reluctance to moving to new access channels.			
<b>What Are We Doing? (We Did)</b>				
<b>A</b>	Identified/blueprinted Modernising Customer Services programme and tested impact of reduced opening hours at CSPs.			
<b>What Needs To Be Done? (We Must Do)</b>				
<b>1</b>	Channel Shift – A pilot was carried out to reduce opening hours at some CSPs, however instead of an increase in phone/web access, this led to an increase in waiting at those CSPs (during opening hours) and at Phoenix Court.			
<b>2</b>	Channel Shift – The lack of a new, transactional website is a barrier to effective channel shift.			
<b>Key Areas Where Customer Data is not Currently Collected</b>				
<b>1</b>	We do not currently have a mature internal customer survey in place with STS, and we are putting a SNAP survey in place here.			
<b>Customer Issues Arising From Service Plan Reviews</b>				
<b>Customer survey planned for STS</b>	SNAP survey already planned.			
High customer standards at ICT Service Desk	Service standards at the Service Desk appear high (95% call answering within 2 minutes and an abandonment rate of <5%) from 7am to 7pm. Value for money is being reviewed.			
Demand management for FM services	Implementation of efficiencies in Facilities Management requires a shift from meeting current demand from internal customers, to managing demand down.			

## Transformation Summary Scorecard Q1 2010/11

### 5. PEOPLE - STAFF This Quarter our Staff Results are ●



#### Annual Measures:

Staff Survey - Satisfaction		SES – Workforce	Local population	BBC average	Directorate average
Dir 2009	75%	% BME	11%	7%	15%
BCC 2009	73.5%	% Young	24% of working age population (16% of resident population)	4.4%	5%
		% Disabled	7%	4.7%	5%

PMDS	1	2	3	4	5	
Dir:						Transformation completed 1407 returns for 1426 individuals (19 gaps). This suggests a PMDS completion rate of 99%.  Total number of '5' scores: 29 Total number of '1' or '2' scores: 12
BCC:						
These calculations are made by Strategic HR following the directorate submission.						

#### Staff Issues Arising From Service Plan Reviews:

There are also a small number of Service Plan Reviews that have identified local workforce planning issues.

STS Facilities Management	Cleaning structure	A review was planned of management structures in Cleaning Services. This needs to follow the on-going recruitment of the Service Manager.
STS Finance/HR	EQIA	Equalities Impact Assessment to be reviewed.

### 6. FOLLOW UP

Improved Since Last Quarter (No Longer red)			Doing Very Well (Green +)		
1	N/A for Q1 – To be advised for Q2		1	N/A for Q1 – To be advised for Q2	
2			2		
3			3		

## APPENDIX 2

### Reasons for overspend in Care Placements Budget

#### 1. Background

There are 4 elements to this budget

In House Fostering Independent Fostering	For children in care and care leavers
Out of Authority Residential	For children in care and/or children with complex needs who require specialist residential care – some of these placements are jointly funded with Dedicated Schools grant and/or Primary Care Trust health funding.
Residence Orders - Non Looked After Children	Payments to carers of children discharged from care subject to Special Guardianship or Residence Orders.

- **Improving outcomes for children in care**

The most recent Ofsted Performance Assessment at the end of August 2010 showed that performance on national indicators for children in care and care leavers is in line with or above those of statistical neighbours. The recent education results indicate that Bristol's children in care continue to out-perform their peers nationally at KS2 and that the gap at KS4 has narrowed. There is also an increasing number of care leavers going to University with numbers expected to double as an outcome of the Staying Put Care Matters Pilot which supports care leavers staying with foster carers post 18.

- **Achieve Value for money and keep unit costs down**

Benchmarking data for safeguarding services overall shows that expenditure per capita in Bristol ranks 5<sup>th</sup> lowest out of 11 statistical neighbours and 2<sup>nd</sup> lowest of the core cities.

The placement budget of £15,600,000 in 2010-11 has grown below inflation in the last 2 years from £15,100,000 in 2008-09. This is at a time when post-Baby P, many other authorities have experienced significant pressures on these budgets.

The unit cost of children in care placements at the end of Q1 was £712 per week per child which was less than the target of £724 per week but is above the out-turn for 2009-10 which was £694 per week.

Bristol was judged good for VFM in the recent Ofsted inspection.

## 2. Reasons for current pressures

### Budget Forecast – June 2010

Placement Type	Actual Jun-10 £000	Budget £000	Variance Jun-10 £000
In House Fostering	6,078	5,597	481
Independent Fostering Agencies	7,100	5,409	1,691
Out of Authority Residential	2,974	3,581	-607
Residence Orders – Non-Looked After Children*	1,310	1,067	243
<b>Total</b>	<b>17,462</b>	<b>15,654</b>	<b>1,808</b>

- Increased use of Independent Fostering Agency placements. The number has risen from 127 in May 2009 to 170 in July 2010. On average an IFA placement costs £450 week more than an in-house placement. The full year additional cost of 43 IFA placements is just over £1m.
- Increased support for care leavers to stay in foster care post 18, usually to complete further or higher education. There are now 35 young people supported in this way of whom 15 are in IFAs.
- Impact of the Southwark Judgement. This judgement and the subsequent CLG / DfE guidance required Local Authorities to provide Section 20 accommodation under the Children Act for potentially homeless vulnerable 16 and 17 year olds whilst they are being assessed. This has resulted to date in 9 young people being placed in care since June 2010 and additional costs to the local authority of £100,000 likely to rise to £200,000 in a full year.
- There was a large increase in the number of children subject to care proceedings in 2009-10. 120 sets of proceedings involving 181 children were issued, a 40% increase on the previous year. The involvement of the Court removes the Local Authority's discretion to make pragmatic decisions about placements for instance separating siblings to reduce placement costs

## 3. Actions to address budget pressures

- Grow the in-house service. Bristol is leading a RIEP funded piece of work in the south west to establish a service level agreement for the in house fostering service operating as a business unit. This work is due to be completed in October. Meanwhile the in-house service has increased recruitment activity to recruit new foster carers. This is now more difficult due to increased competition from IFAs and other Local Authorities and a severe national shortage of foster carers.

- Value For Money (VFM) market management and development. The placement commissioning team works within a VFM framework in engaging with independent providers both IFAs and residential providers. This has resulted in efficiency savings of £108,000 in 2010-11 with at least a 1% reduction in the fees of existing and new IFA placements. There is also a VFM review process for the 29 children placed in non-authority residential placements which include moving to less expensive accommodation as needs reduce. The number of children in these arrangements funded from the local authority budget has dropped from 42 to 29 in the last 5 years.
- In respect of young people remaining in foster care placements post 18 as part of the Staying Put pilot work is being undertaken on income maximisation to reduce the net cost to the authority once the pilot ends. This was envisaged at producing a saving of £250k in this area. National changes to benefit arrangements may impact on this figure but the position is being finalised.
- Strict control is in place with regard to other staffing and non-staffing expenditure but it was not felt advisable to keep front line social worker posts vacant as would have been done in previous years due to the requirement to address the Ofsted inspection finding that social workers workloads were too high.

**Efficiency Savings 2010/11 (NI 179)**

Directorate/Division		Planned Efficiencies (original) £'000	Forecast Outturn Efficiencies £'000	Comments
<b>Children, Young People &amp; Skills</b>				
Education Strategy & Targeted Support	Home to school travel - increase in take-up of alternative travel arrangements. Eligible pupils with a Statement of SEN can now opt for a cash payment to make personalised travel arrangements or a bus pass where appropriate	-250	-150	Further efficiencies expected for the start of the new academic year when routes are re-assigned
Learning, Achievement & Schools	Transfer of eligible schools costs previously funded by the Council into the DSG. Costs will be met through identified efficiency savings in the central share of the DSG	-749	-749	
Directorate-wide	Administration Review	-375	-375	
	General operational efficiencies, including use of contingency budgets	-195	-150	Under review
	Tactical efficiency savings	-61	-61	
	Streamlining senior management structure (commenced in 2009/10 and therefore full year effect in 2010/11)	-76	-76	
	Savings resulting from improved procurement contracts	-38	-38	
	Comms and marketing, product spend	-15	-15	
<b>Total Children, Young People &amp; Skills</b>		<b>-1,759</b>	<b>-1,614</b>	
<b>City Development</b>				
	Increased turnover and productivity of consultancy services	-100	-100	
	More effective recruitment and management of agency staff and the introduction of a new process for claiming travel expenses	-37	-37	
	Streamlining senior management structure (commenced in 2009/10 and therefore full year effect in 2010/11)	-181	-181	Restructure completed
	Transferring the Customer Care Team to Integrated Customer Services (ICS); combining admin teams into a joint technical support team and implementing back office process changes	-125	-125	Transfer completed and budgets revised
	Savings resulting from improved procurement contracts	-24	-24	
	Comms and marketing, product spend	-66	-66	
<b>Total City Development</b>		<b>-533</b>	<b>-533</b>	
<b>Deputy Chief Executive</b>				
	Comms and marketing, product spend	-50	-50	
<b>Total Deputy Chief Executive</b>		<b>-50</b>	<b>-50</b>	
<b>Resources</b>				
Finance	Efficiency savings relating to use of agency staff, mobile phones, mileage payments, training, marketing expenditure and streamlining senior management structure (commenced in 2009/10 and therefore full year effect in 2010/11)	-92	-92	
	Savings resulting from improved procurement contracts	-18	-18	
	Comms and marketing, product spend	-17	-17	
Finance, Audit & HR	Staffing savings		-450	
Capital Finance	Debt rescheduling		-500	
<b>Total Resources</b>		<b>-127</b>	<b>-1,077</b>	

**Efficiency Savings 2010/11 (NI 179)**

		<b>Planned Efficiencies (original)</b>	<b>Forecast Outturn Efficiencies</b>	<b>Comments</b>
<b>Transformation</b>				
	Staffing and other efficiency savings resulting from the introduction of an online ordering and payments system (COPS)	-300	-96	Slippage due to delays in project. Balance is being funded from reserves paid back in 2011/12.
	Cost savings resulting from improved procurement contracts	-103	-103	
	Efficiency savings relating to use of agency staff, mobile phones, mileage payments, training, marketing expenditure and streamlining senior management structure (commenced in 2009/10 and therefore full year effect in 2010/11)	-185	-185	
	STS HR Phase 1 staffing savings		-450	
	Comms and marketing, product spend	-18	-18	
<b>Total Transformation</b>		<b>-606</b>	<b>-852</b>	
<b>Health &amp; Adult Social Care</b>				
Older People	Review of care packages, additional continuing health care funding, and improved value for money, and improved efficiency of in house care at home services	-1,550	-1000	A business efficiency team has been created to progress both action plan savings, and also to restore business efficiency. As work progresses, it is hoped that the position will improve.
Learning Difficulties	Review of care packages, additional continuing health care funding, and improved value for money	-1,550	-1000	
	Reviewing team	-60	-60	
Care Services	Intermediate care -improved service efficiency	-200	-200	
	Supporting People - improved service efficiency	-200	-200	
Mental Health	Review of care packages and improved value for money	-500	-250	
	Savings resulting from improved procurement contracts	-124	-124	
	Comms and marketing, product spend	-6	-6	
<b>Total Health &amp; Adult Social Care</b>		<b>-4,190</b>	<b>-2,840</b>	
<b>Neighbourhoods - general fund</b>				
Strategic Housing - Housing and Council Tax Benefits	Business process re-engineering - Benefits	-250	0	Current overspend at period three of £283k. This includes £140k agency due to BPR 1 and assumes use of reserves to breakeven
Safer Bristol - Licensing	Run Licensing service as cost neutral	-70	-70	
Other: directorate-wide	All service areas to absorb inflation on Pay budgets and most non pay budgets	-377	-377	
	Tactical efficiencies (Agency staffing, mileage claims, mobile phones, etc)	-54	-22	Mileage claims subject to roll-out of on-line system
	Streamlining senior management structure (commenced in 2009/10 and therefore full year effect in 2010/11)	-146	-84	Q1 virement back into Neighbourhoods of £62k but residual balance will be achieved.
	Savings resulting from improved procurement contracts	-33	-33	
	Comms and marketing, product spend	-78	-78	
<b>Total Neighbourhoods general fund</b>		<b>-1,008</b>	<b>-664</b>	
<b>Neighbourhoods - HRA</b>	Planned maintenance - ROK/WATES	-522	0	Identified saving now confirmed as non-cashable (ie more work for the same money)
<b>Total Neighbourhoods HRA</b>		<b>-522</b>	<b>0</b>	
<b>Other</b>	Interest receipts on disposal of surplus assets	-50	-50	
	Savings from corporate procurement framework contracts	-356	-356	
		<b>-9,201</b>	<b>-8,036</b>	

**APPENDIX 4**

**RESERVES**

<b>RESERVES</b>	<b>PURPOSE</b>	<b>1/4/10 Actual £'000</b>	<b>31/3/11 Estimated £'000</b>	<b>Variance £'000</b>	<b>Reason for Variance</b>
General Fund Balance	Includes prudential working balance	8,869	8,169	(700)	Used to fund 10/11 budget
<b>EARMARKED RESERVES</b>					
1 Investment in the Port Company	Book value of the City Council's shareholding (Note, £8.5m preference shares are redeemable at March 2011).	11,000	2,500	(8,500)	Redemption of preference shares used to repay debt, nil effect on revenue account
2 Capital Reserve	Accumulated receipts, grants etc allocated to projects in the capital programme but not yet spent.	20,930	19,640	(1,290)	Funding of capital programme
3 Section 106	Monies received for specific purposes under planning agreements but not yet spent (interest bearing).	15,349	15,566	217	
4 Business Transformation	Funds set aside to "pump prime" the transformation programme to improve services, reduce costs and wastage and improve productivity.	1,792	380	(1,412)	Including Director of Transformation & PPM staff fixed term funding. Revenue support to various projects.
5 Restructuring Costs	Reserve held to cover severance and redeployment costs arising from corporately driven restructurings. Calculated on the basis of a risk assessment of planned restructuring.	1,224	1,040	(184)	Funding approved redundancies during year.
6 Supporting People	Comprises underspend of grant from previous years held to meet notified reductions in grant and forecast deficits against planned spend in the future.	10,521	8,821	(1,700)	Funding Supporting People contracts included in 10/11 budget
7 Accommodation Review	To meet costs of accommodation review project including New Ways of Working.	754	312	(442)	On going revenue costs for New Ways of Working
8 IT Replacement Fund	To finance the replacement & renewal of the ICT infrastructure. Annual contributions are set aside from the revenue budget.	4,251	2,153	(2,098)	Number of projects underway inc Desk Top Collaboration Application Rationalisation
9 Asbestos Removal	Identification & removal of asbestos in Council owned buildings.	632	512	(120)	
10 Regeneration Projects	Match funding for on-going regeneration schemes.	728	518	(210)	Employment & Skills Programme, contracts issued
11 Schools Absence Scheme	Funding from schools to meet the cost of supply cover (schools budget).	1,096	1,096	0	

APPENDIX 4

RESERVES

RESERVES	PURPOSE	1/4/10 Actual £'000	31/3/11 Estimated £'000	Variance £'000	Reason for Variance
12 Early Years Reserves	For the development of statutory early years funding reforms on 10/11 & provision of transitional funding for nursery schools & early years settings.	1,430	1,430	0	
13 Housing Inclement Weather	HRA reserve to cover the possibility of costs arising from abnormal weather conditions.	500	500	0	
14 Education Standards Fund	DCFS grant carried forward on behalf of schools (mostly schools budget).	10,197	5,236	(4,961)	Schools expenditure
15 Housing Benefit Issues	To cover potential clawback of benefit subsidy. Calculated on the basis of a risk assessment of outstanding subsidy claims.	975	975	0	
16 Education PFI Smoothing Fund	Sinking fund to equalise the phasing of government grant and expenditure in respect of schools schemes (interest bearing).	4,250	3,760	(490)	Difference between the payment to the contractor and the PFI credits & budgeted income from the schools.
17 Grounds Maintenance	To fund maintenance costs associated with former HRA green space appropriated to the general fund.	716	537	(179)	Year 1 revenue costs associated with HRA land transfer phase 1
18 Waste Issues	Held for risks associated with reductions in recycle income prices and one off costs arising from procurement of new waste service contracts.	2,400	1,444	(956)	£500k procurement costs of new contract £456k revenue funding for one-off initiatives, eg re-cycling, communal bins etc
19 Performance Reward Grant	Balance of grant after allocation to Directorates.	513	0	(513)	Used to cover loss of grant
20 Health & Social Care Placements	To meet potential spending pressures arising from growth in adult care placements.	1,500	1,500	0	
21 Other Earmarked Reserves	Individual items under £500K.	15,898	8,914	(6,984)	Various agreed one off funding
<b>TOTAL EARMARKED RESERVES</b>		<b>106,656</b>	<b>76,834</b>	<b>(29,822)</b>	