

To: POLICY AND RESOURCES (FINANCE) SUB-COMMITTEE		Subject: DEPARTMENT OF FINANCE PERFORMANCE MONITORING REPORT – PERIOD 1 <sup>st</sup> April to 30th June 2005
From: DIRECTOR OF FINANCE		
Date: 10th August 2005	Ref: LM/JMCK	

## 1. Introduction

- 1.1. The purpose of this report is to advise Committee of current performance against a selection of key performance indicators across the Finance Department for the period 1<sup>st</sup> April to 30<sup>th</sup> June 2005.
- 1.2. Several important changes made to the previous year's report have been continued in this report. These are explained in the following paragraphs.
- 1.3. As part of the Council's three-year service improvement and financial planning process, departments produced comprehensive service improvement documents covering all aspects of their operations and resources. The service improvement plan details departmental key actions, service developments and arrangements for performance monitoring and improvement actions.
- 1.4. The performance monitoring report for 2005/06 integrates more closely with the service improvement plan. As part of the performance management framework detailed in the service plan, departmental performance standards will continue to be reported quarterly. Performance areas included in this report mirror those areas set out in the service plan.
- 1.5. Integrating reporting in this way further strengthens the overall corporate approach the Council has taken in targeting and achieving objectives through the three-year planning process.

## 2. Background

- 2.1 Performance measurement and the use of Key Performance Indicators are recognised as important tools in reviewing progress against defined standards and targets. Using the key actions within the service improvement plan, performance measures have been established which aim to report on progress in meeting these actions. Also included within the performance measures are the nationally agreed KPI's which are used to measure performance across all Scottish authorities.
- 2.2 A total of 16 performance areas are included in the report covering the priority actions for the department. The divisions of Accounting Services, Revenues, IT and Internal Audit are included each with respective indicators for key performance areas.
- 2.3 It is also important to note that due to the changing demands in delivering a modern public service and to meet the needs of stakeholders, performance measurement requirements must be frequently reviewed and indicators kept up to date. Any recommendation for changes to indicators will be highlighted in future reports.

### **3. Consideration of Indicators**

#### **3.1 Accounting Services**

Six key performance areas, detailed in the service improvement plan for 2004-07, will be used to report on performance during the year. These areas are analysed over paragraphs 3.1.1 to 3.1.6.

##### **3.1.1 (1) Financial Controls & Reporting**

Sound Financial Management and prudent administration of the Council's financial affairs are key strategic issues for the Council. It is essential that control mechanisms exist to ensure that operational objectives funded through revenue expenditure and capital investment are met in the most economic, efficient and effective way.

Firstly, considering the revenue budget performance, at the end of period 3, up to 24th June 2005, an actual underspend of £804,000 was realised which is equivalent to a budget deviation of 0.63%. Projected figures to 31<sup>st</sup> March 2006 currently anticipate a deficit of £988,000 or 0.18% of the overall net budget of £564 million. The projected deficit is almost exclusively as a result of the utility cost price increases announced in April 2005. A report is being prepared by the Director of Housing and Property and departments will take action throughout the year to minimise the effect of this utility problem. *Detailed figures at Appendix 1-A*

Following adjustment of the Capital Investment programme – adjustments for identified carry forward from 2004/05 and slippage and acceleration in the current year - the total capital investment programme for 2005/06 stands at £70.857m. Actual expenditure to end of period 3 is £5.386m or 7.23% of the current programme. Actual investment commitments for the period are £19.200m or 25.78% of the programme. There is a projected overspend of £3,600m at the year end, but, in keeping with trends in previous years, it is anticipated that slippage will be reported throughout the year, bringing the programme back to the budgeted position. The programme will continue to be monitored closely by both the individual departments and the Capital Planning and Monitoring Groups. *Detailed figures at Appendix 1-B*

##### **3.1.2 (2) Budget Planning**

During quarter 1, work continued to develop the Council's Financial Plan 2005/06 to 2007/08. This sets out the budget strategy, including identifying core service costs, efficiency savings and growth options over the next three years and the level of government grant support provided by the Scottish Executive.

##### **3.1.3 (3) Prudential Arrangements for Capital Finance**

The approved Treasury Management Strategy for 2005/06 contains a number of indicators that require to be regularly monitored to ensure compliance with the requirements of the Prudential Code.

During the quarter to the end of June 2005, the maximum level of borrowing undertaken remained well below approved authorised and operational limits.

At the end of the first quarter a higher prudential margin exists compared to the initial estimate for 2005/2006. This is due to surplus cash-flow balances held removing the requirement to undertake borrowing for capital expenditure purposes.

Based on projected capital expenditure for the year it is anticipated that a healthy prudential margin will be achieved by the financial year-end. This illustrates that the increased capital investment levels are affordable and sustainable, thereby satisfying the key requirements of the Prudential code. *Detailed figures at Appendix 2.*

#### 3.1.4 (4) Best Value Plans

The Finance Department has continued to identify the financial aspects of the Duty of Best Value, which will assist the Council to prepare for the audit of Best Value in 2006. Work in quarter 1 concentrated on a review of the Best Value audits carried out to date by the Accounts Commission. This identified the common themes of the audits to date to anticipate the areas that the final audit is likely to focus on. *For more details see Appendix 3a.*

Performance of the Trading Accounts of the 6 former DSOs continues to be monitored. In addition, questionnaires were issued to all departments to ensure that the requirements of the guidance on Trading Accounts are being met.

Improvement recommendations from the recent Best Value Review of Insurance and Risk Management have continued to be implemented. *For details, see Appendix 3b.*

#### 3.1.5 (5) Insurance and Risk

The Department provides corporate advice on the safeguarding of Council assets as well as the administration and management of risk and insurance services. The following insurance indicators highlight the level of claims the department is currently managing.

- **Number of Employers Liability Claims**  
During the first quarter ended 30<sup>th</sup> June 2005, 14 claim incidents occurred against the Council, a decrease when compared to 19 incidents in the previous year's quarter 1, a reduction of 26.3%. *See Appendix 4A for further details.*
- **Number of Public Liability Claims raised**  
Up to the end of the first quarter for 2005/06, 286 claim incidents occurred. This compares with 319 in the previous year and represents a 10.3% decrease. *See Appendix 4B for further details*
- **Number of Motor Claims per number of Vehicles**  
For the first quarter of this year, total motor vehicle claim incidents were 110 against an insured fleet total of 1001, meaning that 11.0% of fleet vehicles were involved in accidents. This compares with 146 incidents in the previous year, a reduction of 24.7%. *See Appendix 4C for further details*

#### 3.1.6 (6) Treasury Management

The Council holds a well-balanced loan portfolio, comprising fixed rate and variable rate debt plus a variety of variable rate investments. However, improvements have been identified in the Service Improvement Plan 2005/06, with a key target to achieve full year interest savings of £500,000 being established. This target is of course very much dependant on prevailing economic conditions and the opportunities for rescheduling debt at competitive rates. During the year to date following debt rescheduling activity in April 2005, loan interest savings of approximately £174,000 have been achieved for 2005/06, with full year savings from 2006/07 to 2009/10 of approximately £185,000 and £125,000 thereafter until 2013/2014.

The council has set limits on its exposure to the effects of interest rate changes. At the end of the first quarter of 2005/2006 the actual levels are well below the limits for the fixed and variable rate exposure limits. This is due to investment income levels currently being higher than initially forecast when compiling limit boundaries, demonstrated by a marginal reduction in net loan interest payments.

To minimise the risk of the council having to replace large sums of fixed rate debt at a time when there may be high interest rates prevailing then the council has set

upper and lower limits regarding its maturity structure. At the end of quarter 1 the maturity structure held is comfortably within defined limits.

*Further details regarding the Loan portfolio are given in Appendix 5.*

To improve management practices the Treasury Management policies including cash-flow performance are continually monitored and reviewed during the year and updated accordingly. During Quarter 1, work commenced on revising the documentation held within the Treasury Management Practices to record improved daily dealing arrangements implemented, during financial year 2004/2005.

## 3.2 Revenue Services

The importance of having effective measures in place to maximise income collection is reflected in the Finance Department Service Improvement Plan for 2004-07. Similarly, the ability for the Council to pay invoices to suppliers within an agreed period is also critical. A number of initiatives are in place to improve collection rates and invoice payment times and the following indicators give an overview on how these initiatives are impacting on collection and payment performance.

### 3.2.1 **(7) Income Collected from Council Tax**

The net imposed figure for Council Tax for the year 2005/06 is £89.429m, which represents the amount after rebate income is received. The amount collected after the first quarter ended 30<sup>th</sup> June 2005 is £23.443m, which represents 26.21% of the annual total. This position compares to the 2004/05 quarter 1 total when £22.402m (26.55%) was collected. This will be closely monitored and it is anticipated that the year-end increases in collection rates will be continued.

### 3.2.2 **(8) Income Collected from Non Domestic Rates**

The net imposed figure for Non Domestic Rates for the year 2005/06 is £99.691m. The amount collected after the first quarter of 2005/06 is £14.670m, which represents 14.72% of the annual total. This reported position compares with £15.260m (14.97%) reported at the same stage last year. This will be closely monitored and it is anticipated that the year-end increases in collection rates will be continued.

### 3.2.3 **(9) Number of Invoices Paid within agreed times**

The improvement of invoice payment times is recognised as a key action in the departmental service plan and a target figure of 85% of all invoices to be paid within agreed terms has been set for 2005/06. Current analysis shows that 81.14% of invoices were paid within terms during the first quarter of 2005/06, compared with last year's figure of 79.58% for the first quarter and 78.07% as an average throughout the year. *Further details at Appendix 6C*

### 3.2.4 **(10) Aged Debt Profile**

Aged debt analysis provides an overview of unpaid debtors according to how long overdue the payment is from the original invoice date. The indicator provides an overview of the total debt outstanding at the end of quarter 1 and highlights any movement from the previous reported position.

The total debt outstanding at the end of the first quarter, 30th June 2005, is £7.496m. This is £0.636m above the reported position at 31st March 2005. The main reason for this is a large number of home insurance invoices raised during April which are still outstanding. These are recorded within the invoices outstanding for a period of 61-90 days. *Further details at Appendix 6D.*

### 3.3 Internal Audit

#### 3.3.1 **(11) Audit Plan**

Internal Audit work for 2005-2006 has progressed broadly in accordance with the approved annual plan.

The main focus in the first months of the financial year is to complete any outstanding work (where, for example, management responses are sought to reports that have previously been issued in draft but not yet finalised) and to begin working on the 2005-2006 programme. Due to the timescales involved, whilst many of the 2005-2006 audit reviews have commenced and there is considerable activity underway, there are, as yet, few significant outputs from the 2005-2006 programme.

The detailed nature of internal audit reviews mean that Internal Audit exercises invariably find some evidence of control weaknesses, either in the form of inadequate or ineffective controls, and generally, therefore, contain recommendations for improvements. The Audit Manager can confirm, however, that during the period covered by this report, there were no systems of control that he required to assess overall as either inadequate or ineffective.

Among the work completed, however, was a review of the administrative arrangements put in place for the Education Maintenance Allowance scheme which provides financial support to students staying on at school after the statutory leaving age. Internal Audit found a number of inconsistencies and weaknesses in the manner in which individual schools were administering the scheme and the Education Department have undertaken to carry out an immediate further detailed review of all payments made under the scheme to ensure that the requirements of the Scottish Executive are being met.

We have also undertaken a number of follow-up audits where we ensure that actions previously agreed by management in response to earlier audit recommendations have been implemented.

The Audit Manager is also pleased to report that management continue to respond promptly and appropriately to the recommendations contained in Internal Audit reports and that there are no other significant issues arising from the work of Internal Audit during the period that he requires to bring to the attention of the Committee.

*Further details of the completed Internal Audit programme of work is contained at Appendix 7.*

### 3.4 IT Services

The three areas below have been chosen to reflect the priority areas contained within the service improvement plan and provide a background to key areas of performance in terms of both corporate support for customers and new development areas.

#### 3.4.1 **(12) System Management & Reliability**

This indicator measures the success in the supply and management of networked and stand-alone systems, software configurations and maintenance and customer support on applications and hardware. For quarter 1 (2005/06), availability of software applications, corporate servers and networks again performed well above the target of 98%, achieving 99.7% and 99.8% respectively. This continues the high availability and performance established over the previous year. The IT Service Centre also managed to resolve 98.9% of fault calls within the target timescale of 2 working days, again maintaining a high level of support to customer departments.

### **3.4.2 (13) Corporate Desktop & Emerging Technologies**

The roll out of the new corporate desktop is entering the final stages of the programme with only some small offices in both Social Work and Community services and approximately 40 PC's in Education HQ outstanding. The Home Working pilot in Planning and Environment is continuing with an expected end date of mid August 2005. Work is continuing on the field working pilot with Social Work and the first phase, wireless access via tablet PC's from the Bellshill area office, is currently ongoing. A pilot evaluation of Blackberry wireless devices to access an individual's mailbox is now successfully completed with handheld devices proving fit for purpose. Documentation is currently being prepared to enable departmental mobile phone representatives to order and set-up these devices as required.

### **3.4.3 (14) Modernising Government / Electronic Service Delivery (ESD) Targets**

IT services is heavily involved in assisting departments meet their Modernising Government/ESD targets as specified by the Scottish Executive. The main focus has been the support of the NLDirect (NLD) team in establishing the Customer Contact Centre (CCC), First Stop Shops (FSS) and the Council's web site.

The back-office integration from e:Nquiry to the HSMS (Housing Management System) System and the Flare Environmental System has been developed. These modules are with the respective departments for final testing prior to implementation. The development of the web site interface for e:Nquiry, which will allow the public to log service requests, is still on schedule for next quarter.

The hosting of the Council's web site is being transferred to a new supplier. Parallel running is currently underway. This exercise is scheduled for completion next quarter.

IT Services and other NLC staff continue to attend and play a prominent role in various groups set-up to further the aims of MGF3. IT and NLD represented the Council at the inaugural meeting of the Benefits Realisation group. A further meeting is arranged for August. Community Services staff are involved at a high level in the National Smartcard scheme including the National Concessionary Travel Card. The Scottish Executive has concluded the tender for the national procurement of smartcards. NLC to provide the Scottish Executive with number of cards required this financial year along with the local branding to be included on the card.

We are awaiting the latest reports from the Scottish Executive regarding the format and business processes surrounding the creation and maintenance of the Citizens Account and associated authentication before we can progress any meaningful work in this area.

## **3.5 People Management**

As identified within the Finance Department service improvement plan, the employees of the department are its key resource. It is vital that staff have the skills and motivation necessary to enable them to effectively deliver the responsibilities placed on them. The department is committed to the continued development of all staff.

### **3.5.1 (15) Staff Training**

During the first three months of 2005/06, the Finance Department has been completing the last of the Personal Development Review meetings and establishing the individual training needs of each of our staff members. From this we will compile the required training list for the department and this list will form part of the departmental training plan. The training plan will be submitted to the Corporate Training Section and training will be organised as soon as feasible.

### 3.5.1 (16) Absence Management

For the 1st quarter of 2005/06, the total number of working days lost through absence was 589.5, which represents 3.44% of the total days available. Of this, 136 days (0.79%) were due to long-term illness. This compares favourably with the previous quarter's figure of 805 lost days (4.72%) but is greater than the total of 470 days (2.80) for the same period for the previous year. *Further details at Appendix 8.*

## 4. Performance Summary

- 4.1 The department has performed well up to the end of the first quarter. Both revenue and capital budgets are on target to meet expenditure limits with only small deviations reported. Work has continued to develop the Council's Financial Plan 2005/06 to 2007/08 to set out the budget strategy for these years.
- 4.2 The Prudential Code for Capital Finance, introduced in 2004/05, enables the Council to increase its capital investment levels. At the end of quarter 1, projections show that borrowing is well below approved limits and a healthy prudential margin is anticipated at the year-end illustrating that the increased capital investment levels are affordable and sustainable.
- 4.3 Council Tax and Non Domestic Rate Collection both show a small decrease from the previous year. This will be closely monitored and it is anticipated that the year-end increases in collection rates will be continued. Invoice Payment rates for the year to date show an improvement on both the average and the comparable period for last year. The Age Debt Profile for quarter 1 shows a higher total than the previous quarter but for specific reasons. These will all continue to be closely monitored.
- 4.4 Internal Audit have completed a wide ranging series of reports up to the 30<sup>th</sup> June and many more have been started. Overall no inadequate or ineffective systems of control have been identified and management are responding promptly and appropriately to recommendations.
- 4.5 Council wide computer systems also remain at a high level of stability in both hardware and software applications providing nearly 100% user availability. Many new developments have also been continued in quarter 1 as the Council takes advantage of new more effective working solutions.
- 4.6 Comprehensive staff training plans have been developed. Absence figures are below the level reported for the previous quarter, but above the comparative period for the previous year. This will continue to be closely monitored.

## 5. Recommendation

- 5.1 The Committee is requested to note the contents of this report.



**Director of Finance**

*For further information please contact Les Moore on tel. no. 01698 302408*

## 1. Financial Controls & Reporting

### A. Revenue Expenditure : 2005/06 (£'000)

Department	Figures to 24th June 2005			Figures to 31st March 2006		
	Budget	Actual	Variance	Budget	Projection	Variance
Community Services	15,323	15,073	250	77,402	77,661	-259
Education	56,133	56,248	-115	282,155	282,625	-470
Finance	3,823	3,648	175	28,817	28,773	44
Administration	957	937	20	6,914	6,855	59
Housing & Property	11,909	11,884	25	28,933	29,071	-138
Joint boards	14,290	14,290	0	57,164	57,164	0
Personnel	351	343	8	2,107	2,107	0
Planning & Environment	4,568	4,078	490	43,901	43,901	0
Chief Executive	588	573	15	924	933	-9
PPP/Trading Surplus	-1,398	-1,322	-76	-2,391	-2,176	-215
Social Work	22,042	22,030	12	111,032	111,032	0
Financing Costs	0	0	0	-24,161	-24,161	0
Adjustment for Central Admin				-49,788	-49,788	
<b>Total Expenditure</b>	<b>128,586</b>	<b>127,782</b>	<b>804</b>	<b>563,009</b>	<b>563,997</b>	<b>-988</b>
Sources of Funding	84	84	0	563,009	563,009	0
<b>Total Surplus / (Deficit)</b>	<b>128,502</b>	<b>127,698</b>	<b>804</b>	<b>0</b>	<b>988</b>	<b>-988</b>
<b>Housing Revenue Account</b>	<b>14,058</b>	<b>14,052</b>	<b>6</b>	<b>0</b>	<b>-473</b>	<b>473</b>

<b>Deviation from Plan</b>	<b>0.63%</b>	<b>-0.18%</b>
	Actual vs Budget	Project outturn vs budget

### B. Composite Capital Expenditure : 2005/06 (£'000)

Department	Current Programme	Projected Outturn	Projected Variance	Actual Spend to 24/06/05	Committed to 24/06/05
Administration	630	630	0	-17	
Chief Executive	502	502	0	-7	21
Corporate : Design & Project Management	250	1,087	-837		
Community Services	10,857	10,020	837	689	1,433
Education Programme	17,454	17,454	0	1,872	11,133
Finance/IT	3,364	3,364	0	26	35
Housing - Non HRA Grants	4,115	4,115	0	378	2,489
Housing - Property Services	4,845	4,845	0	234	261
Planning & Environment	27,544	27,544	0	1,863	1,863
Social Work	4,914	4,914	0	348	1,965
<b>Programmed Capital Expenditure</b>	<b>74,475</b>	<b>74,475</b>	<b>0</b>	<b>5,386</b>	<b>19,200</b>
less : Slippage Factor	-3,600	0	-3,600	0	0
<b>Planned Expenditure Total</b>	<b>70,875</b>	<b>74,475</b>	<b>-3,600</b>	<b>5,386</b>	<b>19,200</b>
			<b>-5.08%</b>	<b>7.23%</b>	<b>25.78%</b>

Deviation of projected outturn vs current programme

% of total programmed expenditure spent to date.

% of expenditure committed against programmed expenditure

## DEPARTMENT OF FINANCE - PERFORMANCE MONITORING REVIEW REPORT

QUARTER 1 : 2005/06

## 3. Prudential Arrangements for Capital Finance

## Capital Expenditure, Capital Financing Requirement and Prudential Margin

Capital Expenditure	Initial 2005/06 Estimate (000s)	Projected Outturn 2005/06 (000s)
Total spend	103,170	112,516
<b>Financed By:</b>		
Borrowing	37,085	43,694
Capital receipts	37,971	37,949
Cash grants	16,064	18,823
Capital from Current Revenue	12,050	12,050

	Initial 2005/06 Estimate (000s)	Position at 30 <sup>th</sup> June 05 (000s)	Projected Outturn 2005/06 (000s)
<b>Prudential Margin Calculation</b>			
Capital Financing Requirement	444,876	442,142	442,142
Net borrowing requirement	437,322	396,763	435,213
<b>Prudential Margin</b>	<b>7,554</b>	<b>45,379</b>	<b>6,929</b>

## Authorised Limit and Operational Boundary

	2005/2006 Authorised Limit (£m)	2005/2006 Operational Boundary (£m)	2005/2006 Maximum Borrowing in Q1 (£m)
Borrowing	519.00	484.00	472.70
Other long term liabilities	1.00	1.00	0.29
<b>Totals</b>	<b>520.00</b>	<b>485.00</b>	<b>472.99</b>

## DEPARTMENT OF FINANCE - PERFORMANCE MONITORING REVIEW REPORT

## QUARTER 1 : 2005/06

## 4. Support the Implementation of the Councils Best Value Plans

## A BEST VALUE AUDIT PREPARATIONS

The Department reviewed the Accounts Commission reports on the outcome of the Best Value Audits of the councils whose audits have been completed to date. The analysis was used to identify common themes to assist preparation for the Council's audit due in 2006. This information was shared with other departments through the Best Value Corporate Working Group.

Following comment by the external auditor, a questionnaire was issued to all departments to review those services that were considered to be trading operations and that therefore required to keep Trading Accounts. This will ensure that the reasons for identifying individual services as trading operations are clearly documented.

## B INSURANCE, RISK MANAGEMENT AND SAFETY

## Position as at 30/06/05

Processing Insurance Claims

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Process in-house non-injury claims below £500</li> </ul>   | <p>Implemented in-house processing of claims commenced on 1/4/05.</p>  |
| <ul style="list-style-type: none"> <li>• Appoint Loss Adjusters for larger value property insurance claims</li> </ul>   | <p>Implemented. Loss Adjuster now in place.</p>  |
| <ul style="list-style-type: none"> <li>• Implement recommendations from a Business Change Analysis and set targets for improvements in time taken to settle claims</li> </ul> | <p>Pilot exercises undertaken in Housing and Roads to assess improvements to the processing of claims. Housing pilot identified significant improvements and training has taken place within the other Housing area offices to implement improved practices. Analysis of Roads pilot underway.</p> |

Insurance Strategy and Advice

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Continue to ensure competitiveness of charges for legal services to the Insurance Fund</li> </ul> | <p>Achieved. Charter Mark awarded following assessment in July 2004</p>             |
| <ul style="list-style-type: none"> <li>• Seek Charter Mark accreditation for the Risk &amp; Insurance Section</li> </ul>                   | <p>Contact through ALARMS of potential partners for benchmarking of performance</p> |

Review of Insurance Levels

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Review insurance / self-funding levels</li> </ul> | <p>Review carried out for 2004/05 and reported to Committee.</p> <p>The risk financing strategy will be reviewed as part of the tendering exercise that will be carried out in 2005.</p> |
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Risk Management Activity

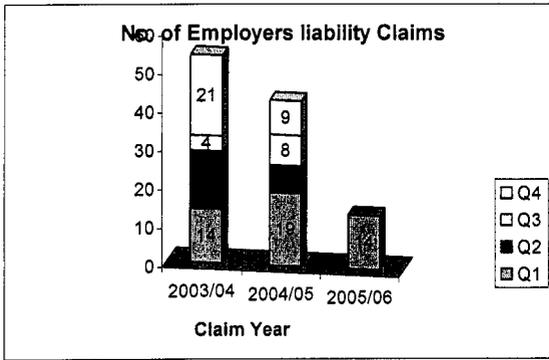
- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Link departmental charges for insurance to claims experience</li> </ul> | <p>Method of allocation of insurance costs was amended to reflect more accurately the number and value of insurance claims made by departments. The amended model was used for the 2005/06 allocation.</p>                                      |
| <ul style="list-style-type: none"> <li>• Increase focus on risk management activity</li> </ul>                   | <p>Visits to departmental management teams to discuss risk management and insurance processing. The Insurance Risk Management Working Group has been re-established and met in April 2005 to discuss the future work activity of the Group.</p> |

DEPARTMENT OF FINANCE - PERFORMANCE MONITORING REVIEW REPORT  
 QUARTER 1 : 2005/06

5. INSURANCE AND RISK MANAGEMENT

a. Number of Employers Liability Claims

	Q1	Q2	Q3	Q4	Total
2003/04	14	15	4	21	54
2004/05	19	7	8	9	43
2005/06	14				

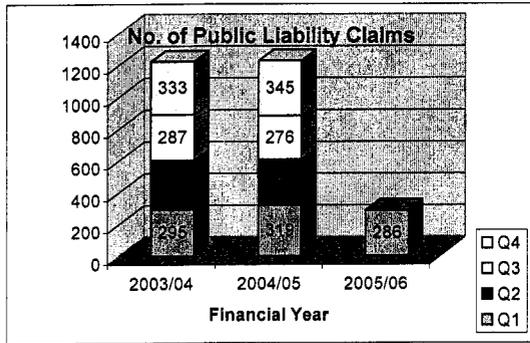


b. Number of Public Liability Claims

	Q1	Q2	Q3	Q4	Total
2003/04	295	307	287	333	1222
2004/05	319	287	276	345	1227
2005/06	286				286

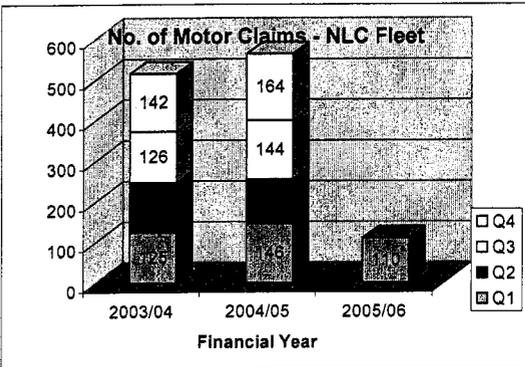
  

NLC Population					321,820
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5c. Number of Motor Claims across Council Fleet

	Q1	Q2	Q3	Q4	Total
2003/04	125	122	126	142	515
2004/05	146	109	144	164	563
2005/06	110				



## DEPARTMENT OF FINANCE - PERFORMANCE MONITORING REVIEW REPORT

QUARTER 1 : 2005/06

## 6. TREASURY MANAGEMENT PERFORMANCE

## Treasury Management Indicators

*Interest Rate Exposures*

	2005/06 Upper Limits	2005/06 Actual Held, Q1
Fixed interest rates	110%	106.9%
Variable interest rates	25%	-6.9%

*Interest Payments and Income due to Loans Outstanding/Funds Invested*

	Initial Estimate 2005/2006 (000s)	Projected Out-turn as at Q1 (000s)	Variance (000s)	%
Interest Payable on Fixed Rate Debt	30,352	30,329	-23	-0.08%
Interest Payable on Variable Rate Debt	820	926	106	12.93%
<b>Total Interest Payments</b>	<b>31,172</b>	<b>31,255</b>	<b>83</b>	<b>0.27%</b>
Interest Receivable On Funds invested	-2479	-2872	-393	15.85%
<b>Net Loan Interest Payments due</b>	<b>28693</b>	<b>28,383</b>	<b>-310</b>	<b>-1.08%</b>

*Maturity Structure of Borrowing*

Maturity Structure of fixed borrowing	< 12 month s	12 months to 2 years	2 to 5 years	5 to 10 years	>10 years
Upper limit maturing	5.00%	5.00%	10.00%	25.00%	90.00%
Amount maturing in Period	0.53%	3.02%	3.87%	12.84%	79.74%

## DEPARTMENT OF FINANCE - PERFORMANCE MONITORING REVIEW REPORT

## QUARTER 1 : 2005/06

## REVENUES

## A. (7) INCOME COLLECTED FROM COUNCIL TAX

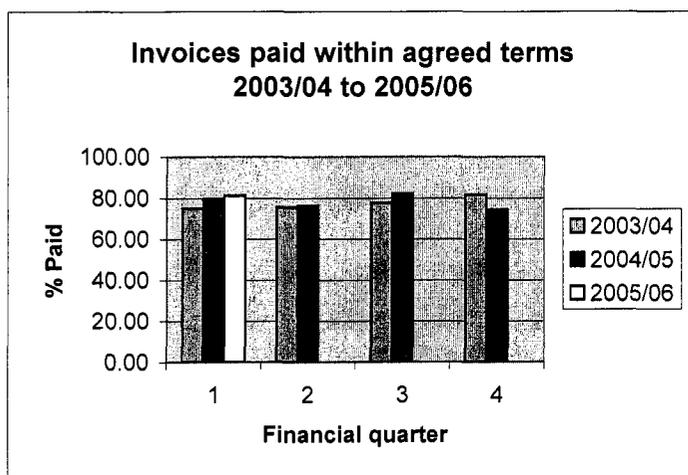
The net imposed figure for Council Tax for the year 2005/06 is £89.429m, which represents the amount due after rebate income is received. The collection target for 2005/06 was 93.5%. For the first quarter of 2005/06, ending 30th June, the amount collected was £23,443m (26.21%). This compares to the equivalent period in 2004/05 when 26.55% was collected.

## B. (8) INCOME COLLECTED FROM NON DOMESTIC RATES

The net imposed figure for Non Domestic Rates for the year 2005/06 was £99.691m. The amount collected after the first quarter of 2005/06, ending 30th June, is £14.670m, which represents 14.72% of the annual total. This reported position compares with 14.97% reported at the same stage last year.

## C. (9) PERCENTAGE(%) OF INVOICES PAID WITHIN AGREED TERMS

	Q1	Q2	Q3	Q4	Average
2003/04	74.80	75.46	77.59	81.62	77.59
2004/05	79.58	76.21	82.14	74.26	78.07
2005/06	81.14				



## D. (10) AGED DEBT PROFILE

No. of Days	Amount Outstanding 31st Mar 2005	Amount Outstanding 30th June 2005
31-60	842,235	1,031,927
61 – 90	298,259	936,333
91-120	306,396	648,825
121-365	2,080,901	1,278,318
Greater 365	3,332,100	3,600,246
<b>Total</b>	<b>6,859,891</b>	<b>7,495,649</b>

## DEPARTMENT OF FINANCE - PERFORMANCE MONITORING REVIEW REPORT

QUARTER 1 : 2005/06

## 11. INTERNAL AUDIT

## a. Summary of Internal Audit Reviews undertaken during Quarter 1 2005/06.

Department	Subject
<input type="checkbox"/> Corporate	Business Continuity Planning
<input type="checkbox"/> Corporate	Freedom of Information
<input type="checkbox"/> Education	Education Maintenance Allowances
<input type="checkbox"/> Finance	Municipal Bank
<input type="checkbox"/> Finance	Debt Recovery
<input type="checkbox"/> Finance	Follow-up - Cash Collection and Council Tax
<input type="checkbox"/> Housing and Property	Compliance with DWP Performance Standards - Customer Service
<input type="checkbox"/> Housing and Property	Follow-up - Housing Benefit backdates and overpayments

Internal Audit has also co-ordinated the Council's participation in the National Fraud Initiative (NFI), undertaken significant activity in relation to year-end stocktaking and inventory control arrangements and is assisting the external auditors with the audit of the Council's Statutory Performance Indicators.

## b. Internal Audit Reviews underway but not yet completed

Department	Subject
<input type="checkbox"/> Corporate	Community Planning
<input type="checkbox"/> Corporate	Corporate Governance
<input type="checkbox"/> Administration	Licensing
<input type="checkbox"/> Community Services	Leisure and Recreation
<input type="checkbox"/> Community Services	Fleet Management
<input type="checkbox"/> Education	Early Years
<input type="checkbox"/> Finance	Non-Domestic Rates
<input type="checkbox"/> Planning and Environment	European Funding
<input type="checkbox"/> Social Work	Direct Payments

## DEPARTMENT OF FINANCE - PERFORMANCE MONITORING REVIEW REPORT

## QUARTER 4 : 2004/05

## People Management

## 16. Absence Management

The Finance Department's Absence Statistics for the last two quarters are as follows :-

Service	Jan - Mar 2005 (2004)		Apr - Jun 2005 (2004)	
	No. of days through illness	% illness	No. of days through illness	% illness
<i>Accounting Services</i>	95 (184)	3.08 (5.60)	69 (115)	2.24 (3.61)
<i>Revenue Services</i>	570 (396)	5.92 (3.87)	385.5 (309)	3.93 (3.33)
<i>I.T Services</i>	140 (137.5)	3.24 (2.93)	135 (46)	3.18 (1.06)
<b>Total</b>	805 (717.5)	4.72 (3.94)	589.5 (470)	3.44 (2.80)