











Parks and Leisure Committee



Quarterly Finance Report

Report Period: Quarter 4, 2012/13

Revision Record - Please complete to facilitate version control (table will be deleted in final version)			
Author	Creation Date	Version	Status
C Bateson	26.04.13	1.0	YTD Dashboard Only
Changed by	Revision Date		
J Wilson	14.05.13	1.1	Commentary added
C Bateson	21.05.13	1.2	Forecast removed
J Wilson	22.05.13	1.3	Commentary added

Dashboard

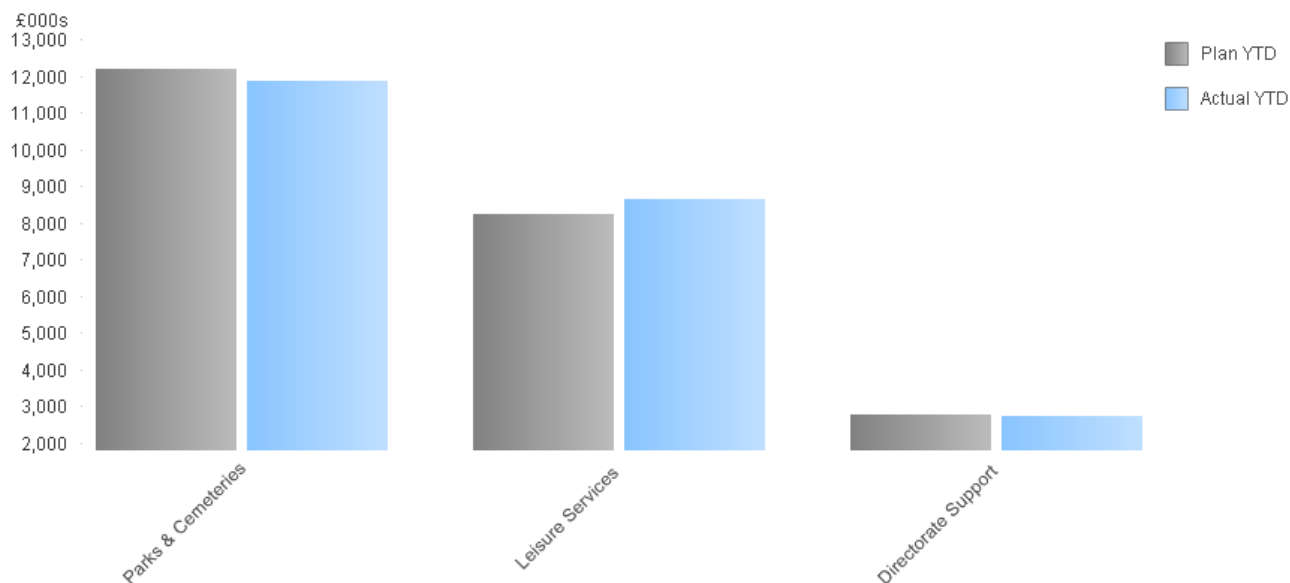
Revenue Section							Page
Service	YTD	YTD Var £000s	Var %	Forecast	Forecast Var £000s	Var %	3&4
Parks & Cemeteries		(314)	(2.6)%		0	0.0%	
Directorate Support		(34)	(1.2)%		0	0.0%	
Leisure Services		402	4.9%		0	0.0%	
Committee Total		55	0.2%		0	0.0%	

Key Performance Indicators (KPI)			
KPI	Actual	Target	
Compliant Purchases	82.8%	85.0%	
Timeliness Of Goods On System	49.0%	65.0%	

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Committee Net Revenue Expenditure: Year End Position



Commentary and action required:

The performance for year ending March 2013 of the Parks and Leisure department shows a (0.2%) variance against the budget; i.e.; an over spend of £55K.

The main issues were:

Income for the department was over £256k (2%) on budget. However Leisure Centres were down by £255k (7%) on the budget for fees and charges. The closure of Avoniel accounted for £109k of this loss of income. However throughout the year promotional activity did provide an increase in memberships although the increase did not bridge the gap required from reducing our membership fees.

Income from fees and charges at the Zoo was down 13% or £184k against budget and the income at the shop was also down £106k but this was offset by a reduction on expenditure on supplies by £72k. The poor weather and the opening of other prestigious visitor centres have impacted on the Zoo however promotional activities are on going to address this and trading accounts are in place for the Zoo shop to control levels of stock against sales.

Income from fees and charges in Parks and Open Spaces was up by £353k (16%) largely in relation to events and pitch hire and the Crematorium which was up on budget by £151k due to additional slots and increases in price.

The Landscape Planning and Development unit worked closely with external partners such as DSD/BRO to deliver environmental regeneration projects. Historically these are reactive programmes of work and in 2012/13 the unit delivered projects totalling over £1m. The unit receives a management fee which was difficult to estimate for in advance due to the reactive nature of the programme. This resulted in the department receiving £120k income additional to the budget. This is included in the £353k referred to in the previous paragraph. The majority of this was also received in the final quarter of the year and was there not part of the projected forecast provided in quarter 3.

Utility costs were £370k (12%) over spent: £184k (12%) in Leisure and £185k (19%) in Parks and Cemeteries. . The over spends in leisure relate to water and electricity costs being higher than budget and consumption increasing with issues with the CHP units. Members were aware of the issue with the borehole at the Zoo which has been resolved however the connection to

the mains has cost £85k this year.

Supplies and Services in Leisure were under-spent by £355k (22%) as managers tried to offset expected overspends elsewhere particularly utilities. Also a grant funded project was delayed and therefore not spent as expected however the grant income claimed offset this expenditure.

Belfast Castle and Malone House both continued to experience a reduction in income from fees and charges £40k and £49k respectively. However management has reduced the impact of this by delaying expenditure in areas equipment and professional services. The new catering contract is due to be awarded this month and management will be working closely with the company to promote and develop the services provided.

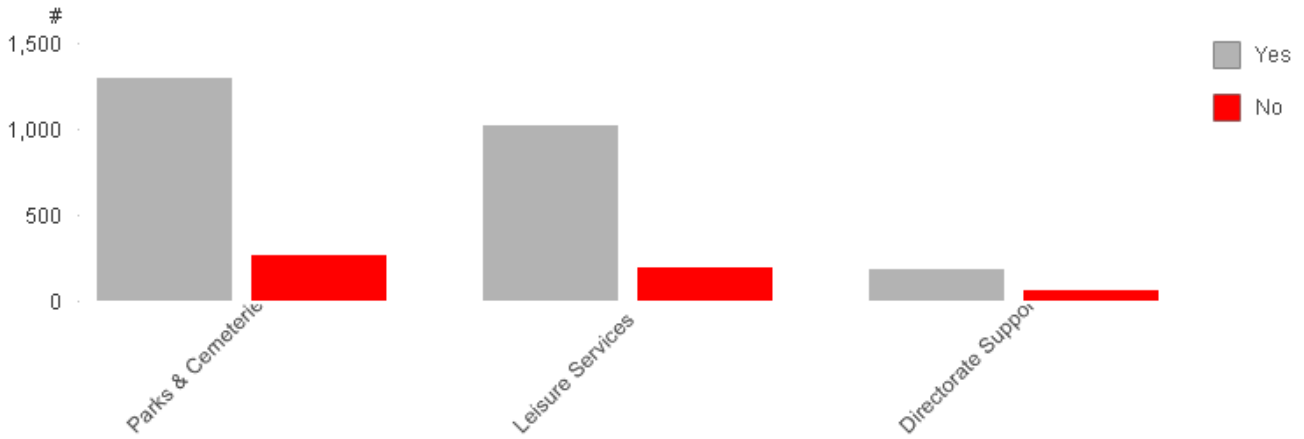
Direct employee expenditure has been reduced significantly in from 1% in 2011/12 to -0.9% under-spent in 2012/13. The department has undertaken a number of operational reviews to identify more effective ways of staffing our facilities through part time, seasonal and casual pools of staff. Overtime and Agency costs has been tightly managed through detailed action plans resulting in a year on year reduction in overtime by 12% in cost and 12.5% in hours. The impact of these actions will be mainly felt in 2013/14 with the completion of a number of reviews and recruitment processes.

Directorate support was largely on target however the ASB budget was under spent by £44k due to planning permission requirements delaying a project. The manager intends to look at splitting the budget into planned and reactive to ensure where projects are delayed another planned project can be facilitated in its place.

Key Performance Indicators (KPIs): Procurement Compliance

Procurement Compliance refers to the purchases that are made in compliance with the standard procure to pay process in BCC. These processes help ensure that our creditors are paid in a timely fashion and our accounts are accurate and up to date. The following indicators are intended to give a flavour of how well we are doing at adhering to the processes.

Indicator 1: Compliant Purchases (Purchase order created on system before ordering goods)



The impact of ordering goods without a purchase order being created on the system are that a) the authorisation for purchasing goods has not gone through the proper channels, b) incomplete records are available and decisions are being made based on information that is not correct and c) suppliers whose invoices do not have purchase orders take longer to pay and this contravenes an objective of the investment programme, negatively affecting supplier relationships with BCC.

Commentary and action required:

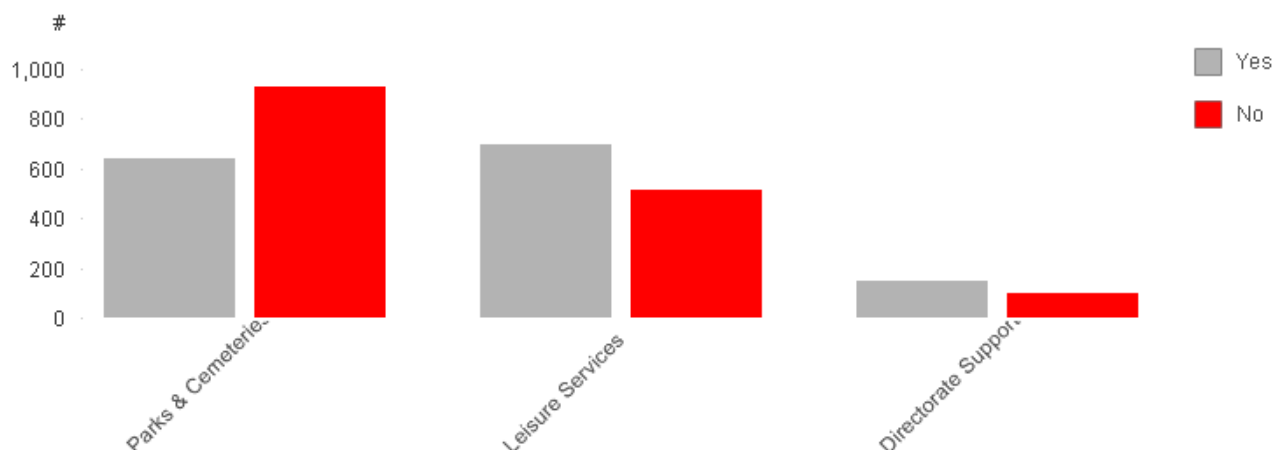
	Yes	No	Total	% Compliant
	2,500	521	3021	82.8%
Parks & Cemeteries	1,299	269	1568	82.8%
Leisure Services	1,017	194	1211	84.0%
Directorate Support	188	60	248	75.8%

The Parks and Leisure Department was 82% compliant in relation to raising purchase order on the system prior to receiving goods and the supplier invoicing for them.

The department monitored performance on a monthly basis and identified areas where there was non-compliance and reinforcing the policy.

Key Performance Indicators (KPIs): Procurement Compliance

Indicator 2: Timeliness of Goods on System (Goods received and marked received on system within 5 days)



The impact of not marking goods as received onto the system is that a) BCC records of goods on site are not up to date and b) there is a risk that a department might overspend its budget as goods have been received but are not showing against the budget and c) it can take longer to pay the suppliers invoices and this contravenes an objective of the investment programme, negatively affecting supplier relationships with BCC.

Commentary and action required:

CostProfit_C... / Yes	No	Total	% Compliant
	1,480	1,541	49.0%
Parks & Cemeter...	637	931	40.6%
Leisure Services	696	515	57.5%
Directorate Supp...	149	99	60.1%

The Parks and Leisure Department was approx 50% compliant in relation to goods receiving orders on the system prior to the invoiced being received.

The department monitored performance on a monthly basis and identified areas where there was non-compliance to reinforce the policy. On occasions the delivery note can also be the invoice and this note would normally generate the goods received on the system. Also in relation to supply of services the receipt of the invoice was the document that informs managers that the service has been completed. The department continues to work on addressing these issues and also reinforcing the process with our suppliers.

Parks & Leisure Committee

Service	Section	Plan YTD £000s	Actuals YTD £000s	Variance YTD £000s	% Variance	Annual Plan 2012/2013 £000s	Forecast for Y/E at P13 £000s	Forecast Variance £000s	% Variance
Total		23,166	23,221	55	0.2%	23,166	23,166	0	0.0%
Parks & Cemeteries	Total	12,178	11,864	(314)	(2.6)%	12,178	12,178	0	0.0%
Parks & Cemeteries	Landscape & Planning	1,848	1,729	(118)	(6.4)%	1,848			
Parks & Cemeteries	P&C Development	178	169	(9)	(5.1)%	178			
Parks & Cemeteries	Parks & Cemetery Services	9,358	8,857	(501)	(5.4)%	9,358			
Parks & Cemeteries	Zoo	795	1,109	315	39.6%	795			
Directorate Support	Total	2,768	2,735	(34)	(1.2)%	2,768	2,768	0	0.0%
Directorate Support	P&L Directorate Support	1,770	1,770	(0)	(0.0)%	1,770			
Directorate Support	Policy & Business Development	998	965	(34)	(3.4)%	998			
Leisure Services	Total	8,220	8,622	402	4.9%	8,220	8,220	0	0.0%
Leisure Services	Leisure Centres	7,671	8,033	362	4.7%	7,671			
Leisure Services	Leisure Development	549	590	40	7.4%	549			