

2017/18 Revenue Budget Variations over £50,000				
Description		Budget	Variation	Comments
		£	£	
Business, Development & Employment				
Skills	Post 16 Transport Income	(72,500)	60,000	Ongoing pressure from lost contribution from TCAT & New College. Pressure built into 18/19 savings proposals.
	Income	-	(60,000)	Contract changes have resulted in the ability to generate one off higher levels of income in addition to changes on delivering the service more effectively both in house and with external providers.
Regeneration & Investment	PIP & Service Charge net position	(5,160,680)	(606,851)	Net position of PIP & Service charges. Includes early delivery of income arising from PIP Growth Fund.
	Variations Under £50k	394,630	(52,000)	
Development Management	Supplies & Services	5,830	94,170	Estimated Planning appeal costs, £56k incurred to date.
	Income & Employee costs		146,681	Net position of Planning fee income shortfall, offset by one off reserves and vacancy management.
Inward Investment & Business Support	ERDF Grant funding	(100,000)	50,000	One off funding from Growth Hub (ERDF) programme slipped into 18/19 which will provide additional income in that year pending phasing with partners.
	Variations Under £50k		(50,000)	
Total Business, Development & Employment		(4,932,720)	(418,000)	
Finance & HR				
Treasury Management			(2,610,000)	Reduced borrowing costs due to low short-term interest rates. The position is regularly monitored by senior finance staff and the Council's external treasury management advisors and some longer term borrowing has been undertaken in 2017/18 to manage the risk of interest rate exposure.
Revenues	Income	(984,530)	52,438	Shortfall in Legal Fees income, this is being projected in line with 2016/17 income levels.
Finance	Employees	1,222,265	(138,480)	Underspend arising from restructure which was implemented on 1st October 2017. There has been a delay in appointing to a number of posts which has further increased the underspend.
Human Resources	Income	(1,187,460)	(82,870)	Additional income generated from external clients net of additional staff costs
Variations Under £50k			(249,350)	Mainly staffing underspends due to posts being held vacant pending restructure
Total Finance & HR			(3,028,262)	
Cooperative Council Team				
Community Engagement	Employees	583,522	(70,125)	Under spend from vacant post, pension and national insurance savings
Organisational Delivery & Planning	Employees	536,875	(78,554)	Under spends from reduced hours, staff not at top of grade, national insurance and pension savings
	Variations Under £50k		1,478	
Total Cooperative Council Team		1,120,397	(147,201)	

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Children's Safeguarding & Early Help				
Children in Care Placements		11,680,722	2,591,461	At the end of period 9, 31st December 2017, the Looked After Children figure was 373. This is an increase of 1 child in the reporting period, however the variation has reduced compared to period 8 due to leavers during the month and the new child placements being at a lower cost. The total number of Looked after Children total at the end of 2016/17 was 381. Considerable investment has been made in this area as part of the 2017/18 budget strategy and the Service has developed a 4 year placement model with the outcome to reduce the total number of placements. However the targets will not be delivered in full in 2017/18.
Staffing - salaries		7,843,860	264,270	The variation includes a projected overspend of £0.75m against agency budgets which has been netted down by vacancies being carried across the service. The service had targeted to remove all agency workers by the end of the calendar year, but due to issues with recruitment this has not been possible and therefore the projection includes the extended use of agency staff to the end of the financial year.
Foster Care expenses		7,382	63,646	
Legal		243,193	152,000	The variation reflects an increase volume in activity (no. children on CIN and CP Plans) and complexity which has led to an increase in court fees and use of barristers in court proceedings.
Assessments		515,758	(314,813)	The variation reflects the creation of an in house service offering mother and baby assessments which has reduced the requirement for residential placements. Projection reduced in line with spend to date
Variations under £50,000		4,201,195	453,815	
Independent Review				
Staffing		488,364	97,066	The variation includes an overspend of £128k on agency but has reduced slightly from P7. The service has experienced difficulties in recruiting to key posts and has employed 2 agency workers for most of the year
Variations under £50,000		347,986	6,680	
Total Children's Safeguarding & E.H.		25,328,460	3,314,126	
Education & Corporate Parenting				

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Description		Budget £	Variation £	Comments
Specialist Services		583,298	106,792	In 2017/18 there is an additional savings target on salaries of £100k. An interim deletion of vacancies and the acceptance of specific voluntary redundancies (VRs) has reduced the salary budgets in 2017/18 and the full year impact of VRs will produce further savings in 2018/19. It was intended that the remaining savings to would be made as part of a full restructure once the new AD was in post.
Joint/Community Use		125,557	(63,861)	Additional income £20k and a reduction in general expenditure of £50k
Advisory management and school improvement traded Advisory Service		28,608	210,584	Following the transfer of School Improvement consultants/advisors to the Teaching School Alliance in 2016/17 there has been a material reduction in income for this service. This coupled with the increased income target (part of savings) has resulted in an inability to generate the level of income required. Further reductions in staffing levels mean that it is extremely difficult to achieve the income target but work is ongoing to identify the further savings needed.
School Transport		2,569,753	420,000	The current year budget includes a £300k savings target. Some efficiency savings have been achieved which will begin to impact in full in the next financial year. A Project Officer has been appointed to lead this work.
Variations under £50,000		9,234,371	(181,590)	
Total Education & Corporate Parenting		12,541,587	491,925	
Adult Social Care				
Purchasing	Provision of all types of care to eligible clients	44,453,400	4,973,626	The management team continue to update a cost improvement strategy for the medium term aimed at reducing expenditure by managing prices and demand. The CIP development has led to a firm commitment to deliver to agreed activity targets. The monitoring position reflects the current forecast spending for the year which is £335k less than projected at period 8 and over £700k less than was last reported to Cabinet. There have been a number of cost improvement initiatives which have helped to contribute to the reduction. An updated model has been developed with Senior Managers to forecast 5 year activity and prices, and derived spending and income and a comparison with anticipated budget. The model will include long term strategies and revise targets based on the latest intelligence available, and link to other strategic documents including forecasting demographic changes and interventions by the service in order to control demand and prices and deliver change.
Purchasing Income	income part/fully funding the above expenditure	(9,730,054)	(1,429,111)	Increased income projected due to higher levels of people being supported than previously modelled, and the generation of health income over what was anticipated. The increased client contributions are linked to the increased costs above and is deducted to give a projected net variation

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Description		Budget £	Variation £	Comments
Grant income			(2,518,526)	This is the agreed application of ibcf funding
Net Purchasing		34,723,346	1,025,989	
Community Safeguarding & Social Work	Employee or Employee related	2,633,332	(176,807)	Projections based on the current known structure costs and operating costs of the various operational teams giving an underspend in the Social/front line Workers teams resulting from vacant posts.
Service Improvement & Efficiency	Employee or Employee related	2,158,623	(106,079)	Projections based on the current known structure costs and operating costs of the SI&E Team with most of the underspend being due to budgeting at the top of the grade and as a result of holding a vacant post in the Business Systems Support Team.
Community Early Help	Employee or Employee related	990,062	(360,792)	Projections based on the current known structure costs and operating costs of the various operational teams and Children's Centres mainly Early Help/Family Practitioners. £272k of the underspend relates to Family Teams and Children's Centres.
Variations under £50,000		3,586,055	(61,384)	
Total Adult Social Care		44,091,418	320,927	
Governance, Procurement & Commissioning				
Strategic Procurement	Employee or Employee related	667,040	(60,335)	Vacant posts and a number of staff are not at the top of their payscale
Democratic & Legal Services		13,200	70,691	Use of Agency Staff to cover vacancies
Variations under £50,000		2,289,151	(73,918)	
Total Governance, Procurement & Commissioning		2,969,391	(63,562)	
Health & Wellbeing				
Variations under £50,000		1,311,652	(637)	Projected under spend on Public Health Grant in year (not included in the variation) is £153.5k. This will be rolled forward to 2018/19.
Total Health & Wellbeing		1,311,652	(637)	

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Customer & Neighbourhood Services		Budget	Variation	
Public Protection		382,749	(109,114)	Saving arising from Public Protection changes implemented in 2016/17. This saving is being taken as part of the 2018/19 budget strategy.
Highways & Engineering Service	Employees	987,560	(200,775)	Vacant posts. See comments below.
Highways & Engineering Service	Income	(1,653,880)	488,857	Income shortfall from Engineers fees due to a number of vacant posts within the service which has reduced the capacity to charge to various schemes. Following a review of engineering services a new more streamlined structure will be recruited to by the end of Feb 2018. Operational and staff Savings will be achieved which will reduce our operating costs and a revised income target has been agreed which will redress this in year budget challenge
Reactive Maintenance	Third Party Payments	783,190	(84,000)	Underspend against revenue budget for reactive maintenance on the Highways. Expenditure is being spent against capital instead of revenue in order to release revenue funding to offset service pressures. This has not resulted in any reduction in maintenance of the Highways across the Borough.
Contact Centre	Employees	915,195	(64,777)	Under spend from vacant posts.
Variations Under £50k			(52,160)	
Total Customer & Neighbourhood Services			(21,969)	
Commercial Services				
BiT - Variations Under £50k	BiT - NNDR	1,149,110	(104,506)	NNDR net saving across all Admin Building & Operational properties, this is after applying the cost associated with NNDR reviews. This position could change pending final notifications for other Operational properties.
Commercial Operations	Leisure Services	2,215,000	117,935	budgeted gross income for Leisure Services is £5.9m and operational running costs are £5.8m, overall they contribute £1.96m to Support Services. There are a number of Leisure sites which are performing better than anticipated. However, that is offset by an ongoing pressure at the Ice Rink, which has experienced a downturn over previous periods. Current work includes reviewing recent customer feedback, carrying out additional customer research and using this to make improvements to our offer, such as increasing the number of skating aids available. We have also reviewed the marketing plan for the Ice Rink with the aim of increasing the frequency of visits by existing/past customers and developing the range of events and activities on offer to widen our customer base, including family offers and activities and promotions linked to the Winter Olympics. Despite the income pressure in the current year, the Ice rink is still projected to make a contribution of £115k towards the Council's fixed costs once all controllable Ice Rink costs have been covered. There is also a VAT benefit as a result of a recent legislation change within Leisure Services, this refund will be held at Corporate level. However, around£104k is attributable to the Ice Rink.

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Variations Under £50k	Catering Services	512,100	182,900	Inflation on Food cost has created a pressure particularly at Primary Schools, CPI from July 2016 - October 2017 was 4.3% as per indices. The Service area have taken steps to mitigate where possible with product switches whilst maintaining menu choices. Menus will need to be reviewed and revised in 18/19 to mitigate this ongoing pressure
	Cleaning Services	(77,910)	(77,910)	
	Commercial Operations - Impact of Snow	0	50,510	A number of sites have been affected by the disruption of heavy snow including Catering due to School Closures and reduced usage at various Leisure sites.
	Commercial Services	(8,413)	(118,419)	Other variations under £50k across Commercial Service areas.
Total Commercial Services		3,789,887	50,510	
Council wide				
Total Council wide			0	
Total Variations			497,857	