

Summary of 2017/18 Projected Variations

Service Area	Variation Cabinet 7 Dec	Change	Variation Cabinet 4 Jan
	£	£	£
Business, Development & Employment	(318,557)	(99,668)	(418,225)
Finance & HR	(2,947,581)	0	(2,947,581)
Cooperative Council Team	(147,704)	503	(147,201)
Children's Safeguarding & Early Help	3,057,890	392,528	3,450,418
Education & Corporate Parenting	529,461	26,663	556,124
Adult Social Care	1,005,765	29,786	1,035,551
Governance, Procurement & Commissioning	(63,381)	0	(63,381)
Health & Wellbeing	25,112	(28,781)	(3,669)
Customer & Neighbourhood Services	(140,548)	0	(140,548)
Commercial Services	(104,506)	104,506	0
Council Wide	0	0	0
Total Projected Variation	895,950	425,538	1,321,488
Use of Contingency	(895,950)	(425,538)	(1,321,488)
Final Projected Variance	0	0	0

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.
Regeneration & Investment	PIP & Service Charge net position	(5,160,680)	(426,042)	Net position of PIP & Service charges. Includes early delivery of income arising from PIP Growth Fund.
	Variations Under £50k	394,630	(78,353)	
Development Management	Supplies & Services	5,830	94,170	Estimated Planning appeal costs, £56k incurred to date.
	Variations Under £50k	-	(68,000)	One off vacancy management across Development 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)	(418,225)	
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)	56,396	Shortfall in Legal Fees income, this is being projected in line with 2016/17 income levels.
Human Resources	Income	(1,187,460)	(42,924)	Additional income generated from external clients net of additional staff costs
Variations Under £50k			(351,053)	Mainly staffing underspends due to posts being held vacant pending restructure
Total Finance & HR			(2,947,581)	
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)	
Children's Safeguarding & Early Help				

2017/18 Revenue Budget Variations over £50,000				
Description		Budget £	Variation £	Comments
Children in Care Placements		11,680,722	2,377,103	At the end of period 7, 30th October 2017, the Looked After Children figure was 374. This is a decrease of 10 children in the reporting period, however the variation has increased due to the extension of some places and also moves to a more costly provision. 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. The monitoring position in previous reports has included a forecast saving based on the delivery of these targets for 2017/18. The increased projected variation on placements is because this adjustment has been removed for 2017/18 based on the realisation that the delivery of the targets will not be delivered in full in 2017/18.
Staffing - salaries		7,843,860	365,221	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 variation reflects a reduction in agency workers through out the year in line with the Cost Improvement Plan which has been developed and implemented by the service. At the end of September there were 10 agency social workers in the CPFS Service, 1 within the Family Connect Service and 1 within the Children in Care Service. A further 4 have been included in the projection to start in October to cover arising vacancies. 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	65,710	
Legal		243,193	152,000	The variation reflects an increase volume in activity (no. children on CIN and CP Plans) and complexity which has lead to an increase in court fees and use of barristers in court proceedings.
Assessments		515,758	(99,813)	The variation reflects the creation of an in house service offering mother and baby assessments which has reduced the requirement for residential placements
Variations under £50,000		4,201,195	474,879	
Independent Review				
Staffing		488,364	109,107	The variation includes an overspend of £128k on agency. The service have experienced difficulties in recruiting to key posts and have employed 2 agency workers since April, although both workers will have left the Council by mid December.
Variations under £50,000		347,986	6,211	
Total Children's Safeguarding & E.H.		25,328,460	3,450,418	
Education & Corporate Parenting				

2017/18 Revenue Budget Variations over £50,000				
Description		Budget £	Variation £	Comments
Specialist Services		581,885	132,720	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 is intended that the remaining savings to be made will be achieved as part of a full restructure once the new AD is in post.
Joint/Community Use		125,557	(65,320)	Additional income £20k and a reduction in general expenditure of £50k
Advisory management and school improvement traded Advisory Service		39,418	169,972	Following the movement 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 over spend on income. This over spend has, in part, been offset by the use of a one off in year grant.
School Transport		2,583,361	450,000	The current year budget includes a £300k savings target - there is on going work in this area to meet this target.
Variations under £50,000		9,233,580	(131,248)	
Total Education & Corporate Parenting		12,563,801	556,124	
Adult Social Care				
Purchasing	Provision of all types of care to eligible clients	44,453,400	5,514,900	The continued development of a cost improvement strategy for the next three financial years aimed at reducing expenditure by managing prices and demand, has led to a firm commitment to deliver to agreed activity targets. The monitoring position in previous reports has included a forecast saving based on the delivery of these targets for 2017/18. The increased projected variation on purchasing is because this assumption has been adjusted to reflect those savings with more certainty of delivery. A model is being developed with Senior Managers to forecast 5 year spending and income in comparison with anticipated resource. 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 to control demand and prices and deliver change.
Purchasing Income	income part/fully funding the above expenditure	(9,730,054)	(1,275,711)	Increased income projected due to higher levels of people being supported than previously modelled, this is linked to the increased costs above and is deducted to give a projected net variation
Grant income			(2,518,526)	This is the agreed application of ibcf funding
Net Purchasing		34,723,346	1,720,663	

2017/18 Revenue Budget Variations over £50,000				
Description		Budget £	Variation £	Comments
Community Safeguarding & Social Work	Employee or Employee related	2,633,806	(170,954)	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
Service Improvement & Efficiency	Employee or Employee related	2,158,623	(100,540)	Projections based on the current known structure costs and operating costs of the SI&E Team with most of the underspend being in the Business Support team due to
Community Early Help	Employee or Employee related	989,588	(359,994)	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. £264k of the underspend relates to Family Teams and Children's Centres.
Variations under £50,000		3,586,055	(53,624)	
Total Adult Social Care		44,091,418	1,035,551	
Governance, Procurement & Commissioning				
Strategic Procurement	Employee or Employee related	664,218	(65,957)	Vacant posts and a number of staff are not at the top of their pay scale
Democratic & Legal Services		414,619	66,888	Use of Agency Staff to cover vacancies
Variations under £50,000		1,873,794	(64,313)	
Total Governance, Procurement & Commissioning		2,952,631	(63,381)	
Health & Wellbeing				
Variations under £50,000		1,319,853	(3,669)	Variation due to a £31k underspend against Public Health grant. Consideration will need to be given as to where this grant is applied.
Total Health & Wellbeing		1,319,853	(3,669)	
Customer & Neighbourhood Services		Budget	Variation	
Public Protection		372,579	(132,340)	Saving arising from Public Protection changes implemented in 2016/17. This saving is being taken as part of the 2018/19 budget.
Highways & Engineering Service	Employees	987,560	(192,729)	Vacant posts. See comments below.

2017/18 Revenue Budget Variations over £50,000				
Description		Budget £	Variation £	Comments
Highways & Engineering Service	Income	(1,653,880)	438,542	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 an independent service review of our Engineering Services Team a new structure with a reduced number of posts is currently being consulted on. The new structure will be recruited to in the new year which will reduce our operating costs and a revised income target has been agreed which will redress this in year budget challenge.
Contact Centre Variations Under £50k	Employees	915,195	(52,714) (201,307)	Under spend from vacant posts.
Total Customer & Neighbourhood Services			(140,548)	
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	112,549	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 continues to experience an ongoing downturn. Further work will be completed with customer engagement to understand the factors driving the downturn. 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.
	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. In addition, sickness levels have been high during this time of year and are being monitored closely.
Variations Under £50k	Commercial Services	(86,323)	(190,943)	Other variations under £50k across Commercial Service areas.
Total Commercial Services		3,789,887	0	
Council wide				
Total Council wide			0	
Total Variations			1,321,488	

Capital Approvals - by Service Area

Appendix 3

Slippage							
Scheme	Service Area	Funding Source	17/18 £	18/19 £	19/20 £	Later Yrs £	Comment
Highway/Footpaths	Customer & Neighbourhood Services	Prudential		415,000.00	(343,000)	(72,000)	
Highway/Footpaths	Customer & Neighbourhood Services	Prudential		450,000.00		(450,000)	
Total			0.00	865,000.00	(343,000.00)	(522,000.00)	

New Allocations							
Scheme	Service Area	Funding Source	17/18	18/19	19/20	Later Yrs	Comment
Integrated Transport	Customer & Neighbourhood Services	External	1,117.17				
All other School Schemes	Education & Corporate Parenting	External	73,595.00				
Total			74,712.17	0.00	0.00	0.00	