

AUGUST FINANCE MONITORING

Co-operative Scrutiny Board 16th October 2013

Revenue Monitoring Position

Directorate	2013/14 Council Approved Budget	2013/14 Budget Virements	2013/14 Latest Approved Budget	Forecast Outturn	Forecast Year End Overspend / (Underspend)	Movement in Month
	£m	£m	£m	£m	£m	£m
People	129.749	0.900	130.649	132.234	1.585	0.401
Place	41.908	0.528	42.436	42.945	0.509	(0.08)
Corporate Services	29.883	(0.653)	29.230	29.230	0	0
Chief Executive's Office	1.991	0.312	2.303	2.303	0	0
Corporate Items	9.029	(1.087)	7.942	7.942	0	0
TOTAL	212.560	0.000	212.560	214.654	2.094	0.393

Key Issues and Corrective Actions (if required)

Issue	Variation £m	Direction of Travel	Management Corrective Action
<p>PEOPLE – Joint Commissioning & Adult Social Care. Unexpected pressures, including, winter pressure spike, delay in the recruitment of staff and the current review of care home fees. Continued pressure on health acute services has led to an increase of 20 new clients into residential care.</p>	1.599	Worsening	<ul style="list-style-type: none"> • A 10 point balanced budget action plan has been introduced. • A Project Review Team has been assembled (3 Social workers / 3 Support Planners) and soon to be supported by Skylakes and led by a General Manager to focus on 1,368 high cost legacy cases and a log is being kept of savings to ensure they are all fed into forecasts at the earliest opportunity. Early indications are showing significant savings being delivered i.e. £8,500 per week has been identified from approximately 50 reviews. This equates to approximately £259,000 in this financial year and has been included in forecasts. • Complete Operational Reviews of cases commencing since 1st August 2013 (131 in total) by operational teams and progress tracked on a fortnightly basis. • Integrated Rapid Response Reablement (ICE) is now underpinned by detailed plans for the service to go live on the 24 September 2013. This will ensure that health and social care resources are deployed to avoid inappropriate admissions to Hospital and to return people to Community based support rather than Residential and Nursing Care. Unfortunately there has been an increase in Care Home admissions in the month a result of a summer spike in Hospital discharges. A joint project is underway between CCG and PCC to map the Hospital pathway from both organisations perspectives and track the baseline volumes and budgets to measure the financial success of reablement. • Recovery of Direct Payments over 6 weeks. 546 prepaid cards – £0.204m has been recovered in this financial year. If money on

			cards is not being used this will also trigger a conversation about right sizing the package at that point onwards.
PEOPLE – Education, Learning and Family Support.	0.000	Improving	<ul style="list-style-type: none"> Inflation of the Council’s contribution to the Education PFI contract has now been offset by savings achieved through the decision not to re-tender the Teenage Pregnancy contract. PFI inflation has been considered within the MTFP.
<p>PLACE – Economic Development. 260k - Downward pressure on commercial rents on lease renewals and rent reviews together with rent free incentives required in order to attract tenants and increased void periods. City Centre ground lease income is reducing due to increase in vacant city centre retail units and falling rents on the geared head leases at rent reviews and lease renewals.</p> <p>(20k) – Review of income opportunities from tourist information centres.</p>	0.240	Same	<ul style="list-style-type: none"> Management are aware of pressures and looking at ways of maximising income and reducing costs. Continue to maximise income across all of the Commercial Estate.
<p>PLACE – Transport & Infrastructure. Concessionary Fares reduced costs in line with usage trends (50K)</p> <p>Eastern Corridor/Major Projects (150K) reduced expenditure on scheme planning</p> <p>Street lighting energy costs 450K pressure.</p> <p>Revised forecast for income projections from bus lane enforcement (200K)</p>	0.050	Same	<ul style="list-style-type: none"> Current pressures are being offset by savings achieved elsewhere in the Division and continue to be monitored closely for further savings. Overall inflation on street lighting energy costs at this stage has been calculated at £0.450m. There is a corporate contingency of £0.300m for energy increases, which needs to be used following verification of energy increases across the whole Council.

Highway expenditure is also very high and if maintained will lead to significant pressures, currently being reviewed along with the capital programme for Transport.			
<p>PLACE Environmental Services. Mercury Abatement 70k cost</p> <p>Recyclable Commodity Income pressure 130k.</p> <p>Efficiency savings from 12/13 delivery plans not achieved 293k</p> <p>Staff rationalisation in addition to delivery plan target (100k)</p> <p>Reduced maintenance costs of plant & equipment (50k)</p> <p>Increased income from Cemeteries and Crematoriums (40k)</p>	0.303	Same	<ul style="list-style-type: none"> Recyclate Commodity Prices are hitting a low period due to market conditions, officers will continue to seek alternative markets where possible, markets will fluctuate during the year, therefore changing variance reported. Management action underway as shown by savings identified to reduce the pressures identified to date.
<p>PLACE – Planning & Directorate Business Support. Savings realised from improved income projections as well as from identified vacancy savings.</p>	(0.084)	Improving	<ul style="list-style-type: none"> Budget managers to continue to review budgets for potential savings. There has been an improvement in income from building control and pre application planning advice
Total Major Variances	2.108		

Delivery Plans

For month 5 monitoring red and amber related delivery plans have not been reflected in the overall monitoring result.

Directorate	Service	Red	Amber	Green	Total
		£m	£m	£m	£m
People	Adult Health & Social Care		1.353	4.452	5.805
	Children's Social Care	0.117	0.250	0.816	1.183
	Education, Learning & Social Care	0.030	0.344	1.100	1.474
	Homes & Communities – Safer Communities			0.336	0.336
	People Management & Support			0.040	0.040
	Programme Director	0.059			0.059
Place	Transport & Infrastructure		0.250	0.200	0.450
	Planning			0.103	0.103
	Environmental Services		0.100	0.610	0.710
	Economic Development			0.174	0.174
	Place Directorate			0.280	0.280
Corporate Services	Customer Services	0.050		0.390	0.440
	Finance, Efficiencies, Technology & Assets	0.870	0.350	0.340	1.560
	Human Resources & Organisational Development			0.185	0.185
	Democracy & Governance		0.070		0.070
Executive Office	Executive			0.295	0.295
Corporate Items	Corporate Items	1.720	0.550	2.150	4.420
Total 2013/14 Delivery Plans		2.846	3.267	11.471	17.584

Revenues & Benefits

Collection Rates

Council Tax

Target	August 13	44.96%	£45.731m
Actual	August 13	44.23%	£44.987m
2012/13	August 12	44.95%	£42.116m

Council Tax Collection is currently 44.23%, slightly lower than the 44.96% target. This drop is expected to improve over the next two months and officers will continue to monitor and ensure that enforcement action is being taken against non-payers for current year debt.

Collection for CTS cases was 36.65% which is ahead of our assumed collection rate of 22%. The collection rate for the new technical reform cases is 60.90%, which is higher than the anticipated rate of 32%.

National Non Domestic Rates

Target	August 13	51.54%	£46.552m
Actual	August 13	52.64%	£47.544m
2012/13	August 12	51.20%	£45.165m

Business Rates is showing continued improvement with the percentage collected being 52.64% against the target of 51.54%, above target by 1.1 % and an increase in collection rates for this time last year by 1.44 %.

We continue to remain confident that our recovery processes will improve collection in year.

Capital Position

Spend to date

People	Place	Corporate Services	Total
£m	£m	£m	£m
9.941	2.058	0.749	12.748

Revised medium term programme 2013/14 – 2016/17 is £160.044m, and is forecast to be financed as follows

Capital Receipts	Unsupported Borrowing	Tamar Bridge & Torpoint Ferry Borrowing	Grants	Contributions	S106/ Tariff / RIF	Revenue / Funds	Total Funding
£m	£m	£m	£m	£m	£m	£m	£m
21.313	30.952	7.446	90.731	2.138	2.331	5.133	160.044

Capital Receipts

Year	Capital Receipts b/fw	Received year to date	RAG Rated Forecasted Receipts	Total Receipts Received / Expected	Capital Receipts required	Cumulative (Shortfall) / Surplus
	£m	£m	£m	£m	£m	£m
2013/14	0	0.177	5.239	5.239	4.401	0.838
2014/15	0.838	N/A	7.606	8.444	9.412	(0.968)
2015/16	(0.986)	N/A	6.484	5.516	5.500	0.016
2016/17	0.016	N/A	2.026	2.042	2.000	0.042
Total					21.313	0.042

WORK FORCE: FULL TIME EQUIVALENTS																
	Aug-13															
				Change 2012 /												Change in
	2010/11	2011/12	2012 / 13	13	Oct 12	Nov 12	Dec 12	Jan 13	Feb 13	Mar 13	Apr 13	May 13	June 2-13	July 2013	Aug 2013	rolling 12 months
Council Wide	3671.60	3248.50	3063.00	-185.50	3239.60	3235.10	3212.40	3193.90	3163.70	3063.00	3111.00	3077.21	3028.70	3013.40	2995.40	(254.10)
Executive Office																
Corporate Communications					12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	0.00
Management & Support (Chief Executive)					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			0.00
Policy, Performance and Partnerships					23.90	23.90	23.90	23.90	22.90	21.90	21.90	21.04	22.00	23.00	24.00	0.10
Total					35.90	35.90	35.90	35.90	34.90	33.90	33.90	33.04	34.00	35.00	36.00	0.10
Corporate Services																
Customer Services					142.20	144.10	170.10	169.10	169.60	161.20	166.10	162.26	157.60	159.70	158.50	14.40
Democracy and Governance					87.90	89.50	87.60	89.20	87.20	86.50	87.50	89.74	90.30	88.30	87.30	(1.20)
Finance, Efficiencies, Technology & Asst					510.80	510.00	481.90	482.70	478.50	467.50	463.20	462.53	446.40	443.20	436.90	(76.20)
Human Resources and Organisational Dev					86.90	86.90	86.90	85.90	84.70	83.30	83.30	79.76	79.90	80.00	79.60	(20.80)
Management and Support					2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.00	(1.00)
Total					829.80	832.50	828.50	828.80	819.30	800.50	802.10	796.30	776.20	773.20	763.30	(84.80)
People																
Childrens Social Care					339.40	339.80	338.10	329.10	310.40	310.20	305.20	288.89	279.20	279.60	284.00	(49.50)
Education, Learning & Families					563.60	564.70	553.70	544.20	539.30	539.60	542.00	513.40	506.90	504.70	499.00	(68.60)
Homes & Communities					226.60	225.50	224.50	225.00	240.50	239.40	244.40	250.61	247.70	248.50	248.20	21.90
Joint Commissioning & Adult Social Care					446.00	443.80	439.20	433.90	416.40	344.00	386.10	376.88	373.90	370.10	365.50	(73.50)
Lifelong Learning																0.00
Programmes Director					3.00	3.00	3.00	3.00	3.00	3.00	3.00	6.00	6.00	6.00	5.00	2.00
Public Health												11.93	11.90	11.90	12.90	12.90
Management and Support					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Total					1579.60	1577.80	1559.60	1536.20	1510.70	1437.20	1481.70	1448.71	1426.60	1421.70	1415.60	(154.80)
Place																
Business Team (Dev & Reg)					7.70	7.70	7.70	7.70	7.70	7.70	7.70	6.71	6.80	6.80	6.80	(0.90)
Economic Development					106.00	105.80	104.80	102.30	105.30	105.30	105.30	105.88	106.00	105.00	105.00	1.20
Environmental Services					484.80	479.20	478.40	475.20	470.70	467.10	464.10	471.89	467.90	463.50	460.50	(27.30)
Planning Services					71.00	71.80	72.00	72.50	77.50	77.50	79.50	79.40	78.40	77.40	77.40	4.50
Strategic Housing																
Transport & Infrastructure					120.70	120.50	121.70	131.30	133.60	129.70	133.60	133.28	130.80	128.80	128.90	9.00
Waste PFI					1.00	1.00	1.00	1.00	1.00	1.00			Moved to Trans & Inf			
Management and Support					2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.00	1.00	1.00	1.00	(1.00)
Total					793.20	788.00	787.50	792.00	797.80	790.30	792.20	798.16	790.90	782.50	779.60	(15.50)

WORKFORCE: HEADCOUNT (NUMBER OF EMPLOYEES)

Aug-13

Establishment Report (Headcount)	Mar-10	Mar-11	Mar-12	Mar-13	Change													Change in rolling 12 months	
					2012/13	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13		
Council Wide	4,751	4,713	4,155	3,838	(249)	4,130	4,093	4,083	4,040	4,025	3,993	3,838	3,909	3,924	3,862	3,837	3,816	(314)	
Executive Office																			
Corporate Communications					0	12	12	12	12	12	12	12	12	12	12	12	12	12	0
Management & Support (Chief Executive)					(3)	-	-	-											
Policy, Performance and Partnerships					0	26	26	26	26	26	25	24	24	23	24	25	26	26	0
Total					(3)	38	38	38	38	38	37	36	36	35	36	37	38	0	
Corporate Services																			
Customer Services					15	200	198	199	229	228	229	216	222	217	213	215	213	13	
Democracy and Governance					0	103	102	104	102	103	101	100	101	103	104	102	101	(2)	
Finance, Efficiencies, Technology & Asst					(66)	702	688	684	645	651	642	632	623	629	611	604	597	(105)	
Human Resources and Organisational Dev					(30)	111	96	96	96	95	93	91	91	89	89	89	89	(22)	
Management and Support					(1)	2	2	2	2	2	2	2	2	2	2	2	1	(1)	
Total					(82)	1,118	1,086	1,085	1,074	1,079	1,067	1,041	1,039	1,040	1,019	1,012	1,001	(117)	
People																			
Childrens Social Care					(21)	364	370	370	368	359	339	338	333	330	320	320	324	(40)	
Education, Learning & Families					178	897	884	883	863	853	852	841	856	852	832	828	819	(78)	
Homes & Communities					105	271	271	270	268	268	285	283	288	294	291	292	293	22	
Joint Commissioning & Adult Social Care					(123)	578	581	578	572	566	542	437	494	483	481	476	471	(107)	
Lifelong Learning					(253)													0	
Programmes Director					(2)	3	3	3	3	3	3	3	3	6	6	6	5	2	
Public Health														13	13	13	14	14	
Management and Support					0	1	1	1	1	1	1	1	1	1	1	1	1	0	
Total					(115)	2,114	2,110	2,105	2,075	2,050	2,022	1,903	1,975	1,979	1,944	1,936	1,927	(187)	
Place																			
Business Team (Dev & Reg)					0	9	9	9	9	9	9	9	9	8	8	8	8	(1)	
Economic Development					1	116	118	119	118	116	119	119	119	119	119	118	118	2	
Environmental Services					(29)	497	495	489	488	483	478	474	471	481	476	471	468	(29)	
Planning Services					5	79	77	79	79	80	86	86	88	90	89	88	89	10	
Strategic Housing					(71)														
Transport & Infrastructure					46	156	156	155	155	166	171	166	169	170	169	165	165	9	
Waste PFI					(2)	1	1	1	1	1	1	1	Moved to TIE						
Management and Support					1	2	2	2	2	2	2	2	2	1	1	1	1	(1)	
Total					(49)	860	858	854	852	857	866	857	858	869	862	851	849	(11)	

AVERAGE NUMBER OF DAYS SICK PER FULL TIME EQUIVALENT (FTE)

Aug-13

Directorate	Department	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Target
Corporate Services	Democracy and Governance	12.36	11.82	10.95	10.81	8.93	9.35	9.04	8.42	7.14	6.60	7.01	7.41	9.00
	Finance, Efficiencies, Technology & Asst	9.43	9.87	9.99	9.92	10.23	9.63	9.26	9.47	9.05	8.94	8.95	8.18	9.00
	Human Resources and Organisational Dev	5.99	6.56	7.77	8.76	9.59	9.09	9.11	9.10	8.90	8.84	8.54	8.02	7.00
	Customer Services	6.82	6.97	6.99	7.11	6.90	6.47	6.40	6.84	6.56	6.71	7.22	6.91	7.00
	Management & Support (Corp Services)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	5.00
DIRECTORATE TOTAL		8.87	9.17	9.32	9.31	9.33	8.88	8.63	8.77	8.29	8.18	8.30	7.80	8.50
Executive Office	Policy, Performance and Partnerships	5.60	5.22	6.73	10.82	12.95	9.98	8.11	7.98	8.22	7.17	6.25	7.26	7.00
	Corporate Communications	5.33	5.33	5.25	5.25	5.33	5.17	5.58	5.58	5.00	3.42	1.58	0.50	7.00
	Management & Support (Chief Executives)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00
EXECUTIVE OFFICE TOTAL		5.51	5.12	6.06	8.72	10.13	7.99	7.01	6.93	6.84	5.68	4.52	4.87	7.00
People	Joint Commissioning & Adult Social Care	14.23	14.44	15.11	15.11	14.74	13.69	13.23	13.14	12.38	11.75	12.01	11.72	11.00
	Homes & Communities	8.35	8.03	7.63	7.85	8.02	8.16	8.42	7.45	7.18	6.68	6.82	6.78	7.00
	Childrens Social Care	11.33	11.54	11.89	11.67	11.70	10.86	10.23	10.39	10.32	10.46	10.74	11.16	9.00
	Education, Learning & Families	7.50	7.91	8.21	8.86	9.15	9.06	8.68	8.88	7.91	7.98	8.13	7.86	7.00
	Programmes Director	3.67	3.67	3.67	2.33	2.33	3.33	3.33	3.33	1.67	1.67	1.50	5.20	6.00
DIRECTORATE TOTAL (excluding Schools)		10.32	10.53	10.83	11.07	11.07	10.55	10.18	10.06	9.43	9.14	9.33	9.25	9.45
Place	Planning Services	3.50	4.18	3.35	4.96	3.86	4.79	3.45	4.26	4.73	4.74	5.09	4.58	7.00
	Business Team (Dev & Reg)	1.16	1.42	1.03	3.49	6.33	8.91	13.54	16.02	22.30	22.30	22.30	22.13	7.00
	Environmental Services	10.97	10.31	10.32	10.15	10.24	9.84	9.58	9.80	9.77	8.96	8.78	7.28	9.00
	Economic Development	6.97	4.41	4.45	4.80	5.10	5.45	5.78	6.12	6.49	4.58	4.33	4.37	7.00
	Strategic Housing													
	Transport & Infrastructure	7.77	9.45	10.47	9.46	9.12	7.84	7.18	6.86	3.46	7.53	8.07	8.39	9.00
DIRECTORATE TOTAL		9.16	8.72	8.81	8.59	8.69	8.33	8.18	8.32	8.39	7.80	7.78	6.91	8.50
COUNCIL TOTAL (excluding Schools)		9.59	9.65	9.88	9.96	10.01	9.52	9.23	9.24	8.83	8.50	8.61	8.22	8.49