

PROVISIONAL OUTTURN POSITION

Co-operative Scrutiny Board 23rd April 2014

Revenue Monitoring Position

Directorate	2013/14 Council Approved Budget	2013/14 Budget Virements	2013/14 Latest Budget	Provisional Outturn	Forecast Year End Overspend / (Underspend)	Movement in Month
	£m	£m	£m	£m	£m	£m
People	129.749	0.734	130.483	131.345	0.862	0.067
Place	41.908	1.121	43.029	42.787	(0.242)	(0.275)
Corporate Services	29.883	1.113	30.996	30.682	(0.314)	(0.047)
Chief Executive's Office	1.991	0.234	2.225	2.320	0.095	0.095
Corporate Items	9.029	(3.202)	5.827	5.484	(0.343)	(0.667)
TOTAL	212.560	0.000	212.560	212.618	0.058	(0.827)

Key Issues and Corrective Actions taken

Issue	Variation £m	Direction of Travel	Management Corrective Action
<p>PEOPLE – Joint Commissioning & Adult Social Care. The current overspend can be attributed to unexpected sustained pressures including winter and summer “spikes” from Derriford Hospital being on black and red alert for longer than in previous years, an increase in the overall number and cost of Supported Living Learning Disability clients with increasing complexity of need and the increase to care home fees.</p>	2.141	Worse	<ul style="list-style-type: none"> • A Project Review Team has been assembled including a commissioned Social Work Service to target high cost packages of care and other internal resources are targeting the remaining legacy packages of care. Progress is monitored on a fortnightly basis at Adult Social Care Management Team meetings. • Additional controls on approval limits for Care packages, escalation to senior management of any new high cost packages such as Residential Care for challenge and approval • The new multi-agency Care Co-ordination Team went live in September 2013. 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. The new joint Reablement service contract commenced in December 2013 • Maximising ODPH Grant Funding and negotiating additional income from the North, East & Western Locality Clinical Commissioning Group to support the Care Co-ordination Team including the new reablement service and step down beds.

<p>PEOPLE – Children’s Social Care. The current overspend can be attributed to pressures on continuing increases in children in care and complexity of placements together with risks around Delivery Plans.</p>	0.272	Improved	<ul style="list-style-type: none"> • Maximising grant funding. • Maximising joint funding for complex residential placements. • Quarterly Star Chambers have been arranged to cease all non-essential expenditure. • Reconfiguration of service delivery to drive out efficiencies.
<p>PEOPLE – Homes & Communities. Underspend as result of management actions.</p>	(0.900)	Improved	<ul style="list-style-type: none"> • Department is projecting a underspend as a result of sustained budget management actions through prevention and holding vacant post.
<p>PEOPLE – Education, Learning and Family Support. Maximisation of grant and saving on pooled budget requirements.</p>	(0.670)	Improved	<ul style="list-style-type: none"> • Sustained management action to reduce non-essential expenditure and maximise grant income.
<p>PLACE – Economic Development. 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. This is offset by some savings within other parts of ED (20k) – Review of income opportunities from tourist information centres (75k) - Analysis of improved collection rates and existing provisions only 50k top up required so residual 75k released this year. (10k) additional income from commercial estate through increasing income streams</p>	0.063	Improved	<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. • Reviewing contingencies and trading functions

<p>PLACE – Transport & Infrastructure. There are various pressures within Transport and (excluding street lighting energy) it is hoped can these be contained within existing budgets for 13/14. Budgets and forecasts will continue to be reviewed and any material variations will be reported as they are identified.</p>	(0.094)	Improved	<ul style="list-style-type: none"> The street lighting energy cost pressure has reduced from £450k to £385k because of very favourable energy prices over the summer period. Winter energy prices are due soon and will be built into future forecasts. The remaining £400k cost pressure has been offset by the corporate £300k contingency and £100k of other income (committed at DMT on 10/7/13).
<p>PLACE - Environmental Services. Mercury Abatement 70k cost Recyclable commodity Prices are hitting a low period due to market conditions. However, better glass prices on the spot market has increased income from recyclables Staff rationalisation in addition to delivery plan target Reduced maintenance costs of plant & equipment Decreased income from Cemeteries and Crematoriums based on same period last year.</p>	(0.250)	Improved	<ul style="list-style-type: none"> The new vehicles and plant ordered this year are beginning to show savings on defects and short term hire. Reduced spend on Private contractors, due to maximising are own workforce capacity. Increased levels of Income from new landscaping schemes, Nature Reserves, as well as some additional funding from Greenspace challenge and Tree Partnership.
<p>PLACE – Planning & Directorate Business Support. Savings realised from improved income projections, however element to be carried forward due to being work in progress. Savings identified due to vacancy savings, however offset by increased scanning costs.</p>	0.038	Worse	<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

<p>CORP SERVICES – FETA.</p> <p>VFM & Efficiencies – Increased HB provision 400K due to a decrease in collection rates</p> <p>Technology - Photocopier rentals pressure of 164k, offset by lower usage charges (89k), maintenance contracts (28k) and proactive management actions.</p> <p>Further staff savings identified across Finance & Procurement, revised project server figures and ICT Capitalisation, offset by Corporate Lanlord pressures within repairs & maintenance.</p>	(0.000)	Improved	<ul style="list-style-type: none"> • HB Subsidy experienced a fall off in receipts in February and March '14 • To achieve a forecasted nil variance at year end, 1.050m of management action savings have been enacted including staff rationalisation across all services; reduction in spend on assets through Corporate Landlord and improvements in both procurement and contract management. • Management continued to review expenditure and challenge down where appropriate in order to deliver a balanced budget.
<p>CORP SERVICES – D&G.</p> <p>Legal Services – Fees income pressure of 89k, and salary variations including temporary staff (86k), offset by land charge income and other savings (20k)</p> <p>Democracy & Governance – small salary variance, delivery plan pressures and management actions (99k)</p> <p>Insurance & Risk – small salary and other variations (15k)</p> <p>Registration Service – salary variations 10k</p> <p>Lord Mayoralty 18k in respect of vacancy saving, offset by (18k) in member support.</p> <p>Coroner – Pressure relating to delivery plan offset by other small variations 36K</p> <p>Management & Support – Pressures relating to delivery plans and small salary variation 75k</p>	(0.013)	Same	<ul style="list-style-type: none"> • Management continued to review expenditure and challenge down where appropriate and look to maximise income opportunities where possible. • Action plans established to reduce overspend and deliver a balanced budget.

<p>CORP SERVICES – HR&OD Favourable variations achieved due to a reduction in training, salary savings across services, reduction in recruitment and advertising and pockets of activity where additional activity was achieved.</p>	(0.144)	Improved	<ul style="list-style-type: none"> Management continued to review expenditure and challenge down where appropriate and maximised income opportunities where possible.
<p>CORP SERVICES – Customer Services Salary savings identified in Library Services (196K), following vacant posts and restructure</p>	(0.196)	Improved	<ul style="list-style-type: none"> Management continued to review expenditure and challenge down where appropriate and maximised income opportunities where possible.
<p>EXEC OFFICE – Policy, Performance & Partnerships. Variations in respect of vacancies carried across department, however offset by pressures due to delivery of Fariness Commission and supported activity as well as support to City Deal bid.</p>	0.015	Worse	<ul style="list-style-type: none"> One-off charges
<p>EXEC OFFICE – Departmental Management. Variations due additional support provided to Departments and Members in excess of planned activity. Additional temporary staff required covering sick and peak periods of activity and unable to recharge other departments as previously thought.</p>	0.081	Worse	<ul style="list-style-type: none"> One-off charges

<p>CORP ITEMS - Other Corporate Items & Capital Financing.</p> <p>Redundancy / VRS top-up 451K</p> <p>Review of Borrowing Portfolio (658K)</p> <p>Hoe Concert funding 400K</p> <p>Pressures due to unachieved delivery plans;</p> <p>Procurement 490K</p> <p>Senior Management restructure 403K</p> <p>ICT Shared Services 500K</p> <p>Customer Services Transformation 250K</p> <p>Offset by Management Actions;</p> <p>Corporate Review of Contingency (1200K) one-off allocation</p> <p>Corporate review of revenue contingency (500K)</p> <p>Business Rates pooling surplus (479K)</p>	<p>(0.343)</p>	<p>Improved</p>	<ul style="list-style-type: none"> • Treasury Management will continue to review Portfolio where possible to minimise borrowing costs. • 14/15 Management Action to reduce cost of borrowing by £1.000m has been bought forward to current year to provide part year saving of £0.592m • Procurement: full year target of £2.100m leaves £0.490m unachieved. Management continue to review to reduce the shortfall. • Senior Management Restructure: In year residual against full year target of £0.960 (full year base achieved for future years). • ICT: Timing around DELT implementation. • Customer Services Transformation: Delays with implementation of Customer Services Transformation Programme, management continue to develop an alternative delivery plan to reduce and deliver target. • Corporate review of contingency – Council Tax collection rates have been retained above estimate following introduction of Council Tax Support scheme; Business rates pooling has generated revenue surplus in 2013/14.
<p>Total Major Variances</p>	<p>(0.000)</p>		

WORK FORCE: FULL TIME EQUIVALENTS																	
	Mar-14																
				Change 2012 /												Change in	
				13	Apr 13	May 13	June 2013	July 2013	Aug 2013	Sept 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb-14	Mar-14	rolling 12
																	months
Council Wide	3671.60	3248.50	3063.00	-185.50	3111.00	3077.21	3028.70	3013.40	2995.40	3002.60	3017.20	2962.30	2958.70	2969.50	2957.40	2935.50	(175.50)
Executive Office																	
Corporate Communications					12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	11.00	11.00	11.00	(1.00)
Policy, Performance and Partnerships					21.90	21.04	22.00	23.00	24.00	25.00	25.00	26.20	26.20	26.00	26.00	20.00	(1.90)
Total					33.90	33.04	34.00	35.00	36.00	37.00	37.00	38.20	38.20	37.00	37.00	31.00	(2.90)
Corporate Services																	
Customer Services					166.10	162.26	157.60	159.70	158.50	150.70	149.20	155.20	153.10	158.60	160.40	157.60	(8.50)
Law, Democracy and Governance					87.50	89.74	90.30	88.30	87.30	87.20	86.40	87.00	88.00	88.00	88.20	87.80	0.30
Finance, Efficiencies, Technology & Asst					463.20	462.53	446.40	443.20	436.90	450.80	464.10	469.30	469.60	466.70	464.20	453.40	(9.80)
Human Resources and Organisational Dev					83.30	79.76	79.90	80.00	79.60	79.80	78.70	77.80	78.80	74.80	74.40	70.80	(12.50)
Portfolio Transformation														16.00	16.00	35.70	35.70
Total (inc Management and Support)					802.10	796.30	776.20	773.20	763.30	768.50	780.20	791.10	791.20	805.80	805.00	806.00	4.50
People																	
Childrens Social Care					305.20	288.89	279.20	279.60	284.00	285.10	281.00	278.00	281.40	280.50	282.20	280.80	(24.40)
Education, Learning & Families					542.00	513.40	506.90	504.70	499.00	492.90	499.20	498.20	495.00	492.80	491.90	490.60	(51.40)
Homes & Communities					244.40	250.61	247.70	248.50	248.20	251.90	252.80	251.10	252.60	253.70	253.40	251.40	7.00
Joint Commissioning & Adult Social Care					386.10	376.88	373.90	370.10	365.50	371.00	375.50	321.80	322.00	320.30	311.10	298.00	(88.10)
Public Health						11.93	11.90	11.90	12.90	12.70	12.70	11.70	11.70	12.70	11.70	16.70	16.70
Total (inc Management and Support)					1481.70	1448.71	1426.60	1421.70	1415.60	1418.60	1426.20	1365.80	1367.70	1365.00	1355.30	1341.40	(81.90)
Place																	
Business Team (Place)					7.70	6.71	6.80	6.80	6.80	6.40	6.80	6.80	6.80	6.80	6.80	6.80	(0.90)
Economic Development					105.30	105.88	106.00	105.00	105.00	105.00	106.30	106.30	103.40	103.40	104.40	103.40	(0.90)
Environmental Services (Street Services)					464.10	471.89	467.90	463.50	460.50	457.00	452.00	448.00	446.00	442.20	440.20	440.20	(26.90)
Planning (Strategic Planning & Infrastructure)					79.50	79.40	78.40	77.40	77.40	78.10	76.70	73.50	72.70	75.20	76.10	78.10	(1.40)
Transport & Infrastructure					133.60	133.28	130.80	128.80	128.90	130.10	129.00	129.80	129.90	131.00	129.50	125.50	(0.20)
Total (inc Management and Support)					792.20	798.16	790.90	782.50	779.60	777.60	772.80	766.30	760.90	760.70	759.10	756.10	(30.30)

WORKFORCE: HEADCOUNT (NUMBER OF EMPLOYEES)																		
	Mar-14																	
Establishment Report (Headcount)	Mar-10	Mar-11	Mar-12	Mar-13	Change 2012/13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Change in rolling 12 months
Council Wide	4,751	4,713	4,155	3,838	(249)	3,909	3,924	3,862	3,837	3,816	3,781	3,791	3,708	3,706	3,702	3,701	3,670	(239)
Executive Office																		
Corporate Communications					0	12	12	12	12	12	12	12	12	12	11	11	11	(1)
Policy, Performance and Partnerships					0	24	23	24	25	26	27	27	28	28	28	28	21	(3)
Total					(3)	36	35	36	37	38	39	39	40	40	39	39	32	(4.00)
Corporate Services																		
Customer Services					15	222	217	213	215	213	202	200	206	204	196	198	194	(28)
Law, Democracy and Governance					0	101	103	104	102	101	102	101	102	103	103	103	101	0
Finance, Efficiencies, Technology & Asst					(66)	623	629	611	604	597	604	616	621	623	621	616	602	(21)
Human Resources and Organisational Dev					(30)	91	89	89	89	89	88	86	85	86	82	82	78	(13)
Portfolio Transformation															16	16	36	36
Total (inc Management and Support)					(82)	1,039	1,040	1,019	1,012	1,001	996	1,005	1,016	1,018	1,020	1,017	1,012	(26.00)
People																		
Childrens Social Care					(21)	333	330	320	320	324	311	307	304	307	307	320	317	(16)
Education, Learning & Families					178	856	852	832	828	819	803	807	806	803	802	808	810	(46)
Homes & Communities					105	288	294	291	292	293	295	296	295	295	294	294	292	4
Joint Commissioning & Adult Social Care					(123)	494	483	481	476	471	473	477	395	396	391	378	358	(136)
Public Health							13	13	13	14	14	14	13	13	14	13	19	19
Total (inc Management and Support)					(115)	1,975	1,979	1,944	1,936	1,927	1,901	1,906	1,818	1,819	1,813	1,818	1,800	(85.00)
Place																		
Business Team (Place)					0	9	8	8	8	8	8	8	8	8	8	8	8	(1)
Economic Development					1	119	119	119	118	118	118	120	120	117	117	118	117	(2)
Environmental Services (Street Services)					(29)	471	481	476	471	468	465	460	456	454	450	448	448	(23)
Planning (Strategic Planning Infrastructure)					5	88	90	89	88	89	88	88	84	83	86	87	91	3
Transport & Infrastructure					46	169	170	169	165	165	164	162	163	164	166	163	159	(10)
Total (inc Management and Support)					25	858	869	862	851	849	844	840	833	828	829	826	825	(33.00)

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

Mar-14

Directorate	Department	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Target	Threshold
Corporate Services	Law, Democracy and Governance	8.42	7.14	6.60	7.01	7.41	0.00	6.16	6.34	5.84	4.86	6.12	5.59	9.00	10.50
	Finance, Efficiencies, Technology & Asst	9.47	9.05	8.94	8.95	8.18	7.22	7.02	6.62	6.72	6.49	6.77	6.31	9.00	10.50
	Human Resources and Organisational Dev	9.10	8.90	8.84	8.54	8.02	6.97	6.51	6.03	5.25	3.83	3.82	3.03	7.00	9.00
	Customer Services	6.84	6.56	6.71	7.22	6.91	7.15	7.82	7.78	8.48	6.37	6.19	6.66	7.00	9.00
	DIRECTORATE TOTAL (inc Management and Support)	8.77	8.29	8.18	8.30	7.80	7.11	7.02	6.76	6.84	5.92	6.20	5.75	8.50	
Executive Office	Policy, Performance and Partnerships	7.98	8.22	7.17	6.25	7.26	6.38	5.64	5.40	4.71	2.94	3.42	3.48	7.00	8.00
	Corporate Communications	5.58	5.00	3.42	1.58	0.50	0.50	0.58	0.58	0.92	0.55	0.55	0.55	7.00	8.00
	EXECUTIVE OFFICE TOTAL (inc Management and Support)	6.93	6.84	5.68	4.52	4.87	4.46	3.98	3.86	3.49	2.29	2.50	2.55	7.00	
People	Joint Commissioning & Adult Social Care	13.14	12.38	11.75	12.01	11.72	11.06	10.24	9.90	9.87	8.16	9.55	8.33	11.00	12.00
	Homes & Communities	7.45	7.18	6.68	6.82	6.78	6.50	6.77	6.95	7.11	6.21	7.24	5.97	7.00	8.00
	Childrens Social Care	10.39	10.32	10.46	10.74	11.16	11.07	10.10	9.97	10.49	9.17	11.10	9.82	9.00	10.50
	Education, Learning & Families	8.88	7.91	7.98	8.13	7.86	7.76	7.94	7.65	7.13	5.98	6.68	5.82	7.00	9.00
	Office of the Director of Public Health										3.94	4.27	3.77		
	DIRECTORATE TOTAL (excluding Schools, inc Management and Support)	10.06	9.43	9.14	9.33	9.25	9.02	8.74	8.55	8.45	7.21	8.36	7.28	9.45	
Place	Planning (Strategic Planning Infrastructure)	4.26	4.73	4.74	5.09	4.58	5.13	5.64	6.09	5.64	4.86	5.59	4.39	7.00	9.00
	Business Team (Place)	16.02	22.30	22.30	22.30	22.13	18.98	21.63	20.97	17.82	14.35	15.20	10.59	7.00	7.00
	Environmental Services (Street Services)	9.80	9.77	8.96	8.78	7.28	7.50	7.46	7.44	7.49	6.18	7.57	6.82	9.00	10.00
	Economic Development	6.12	6.49	4.58	4.33	4.37	4.20	4.09	3.72	4.07	4.06	3.85	3.90	7.00	9.00
	Transport & Infrastructure	6.86	3.46	7.53	8.07	8.39	7.45	7.60	9.21	10.70	11.40	14.04	12.65	9.00	10.50
	DIRECTORATE TOTAL	8.32	8.39	7.80	7.78	6.91	6.89	6.92	7.18	7.49	6.70	8.01	7.15	8.50	
COUNCIL TOTAL (excluding Schools)		9.24	8.83	8.50	8.61	8.22	7.90	7.76	7.66	7.70	6.68	7.59	6.79	8.49	