

OCTOBER FINANCE MONITORING

Revenue Monitoring Position

Directorate	2014/15 Council Approved Budget	2014/15 Budget Virements	2014/15 Latest Budget	2014/15 Forecast Outturn	Forecast Year End Overspend / (Underspend)	Movement in Month
	£m	£m	£m	£m	£m	£m
Executive Office	3.697	0.119	3.816	3.899	0.083	(0.053)
Corporate Items	11.008	4.611	15.619	14.188	(1.431)	(0.536)
Transformation and Change Directorate	31.335	(1.452)	29.883	29.883	0.000	0.000
People Directorate	122.746	(0.880)	121.866	126.326	4.460	0.000
Public Health	0.184	0.010	0.194	0.194	0.000	0.000
Place Directorate	35.710	(2.408)	33.302	33.302	0.000	0.000
TOTAL	204.680	0.000	204.680	207.792	3.112	(0.589)

Key Issues and Corrective Actions (if required)

Issue	Variation £M	Direction of Travel	Management Corrective Action
<p>PLACE - Economic Development - Rents - The economic climate is resulting in lower rental income and current market position exposes the Council to a reduction in income on geared head leases, which are outside the Council's control. There is increased pressure arising from the events programme, with additional income from Enterprise and Employment helping to mitigate this in part</p>	0.098	Improving	An ongoing review of expenditure is now reducing spend whilst additional fee income and vacancies across the service is also assisting the position
<p>PLACE – Street Services</p> <p>Impact of delay in 'readiness date' of Energy from Waste Plant has resulted in a corresponding delay in receipt of PFI grant.</p> <p>Some Car Parking Action Plans are now being deferred in 2014/15 resulting in a pressure of £395k along with reduced penalty charge income. This will be partially offset with maximising (£160k) highways capital grants in order to reduce revenue expenditure, creating new income streams in Street Services and a wider review of the use of agency staff.</p>	0.406	Declining	<p>Expenditure reduction and options to increase income will continue in order to meet budget by year end</p> <p>MRF Recyclates Market and EfW tonnages continue to be monitored monthly to track any movement</p> <p>Agency spend continues to be managed closely as front line structures are reviewed. The best example of this is the reduction in agency when the Waste Collection Rezoning takes place.</p> <p>Analysis of the work completed by EDGE is being actioned to determine which additional savings can be implemented in the current financial year</p>
<p>PLACE - Strategic Planning and Infrastructure There is more planning fee income than originally forecast</p>	(0.230)	Improving	There is more planning fee income than originally forecast, restructures have generated additional

and restructures have generated additional savings			savings, and management actions on reducing spending have been implemented.
<p>PLACE - Management & Support</p> <p>GAME</p> <p><u>Commercialisation</u> Whilst the Trade Waste Service will generate a surplus based on normal operational assumptions the stretch target within GAME commercialisation is proving to be unrealistic given the current market conditions</p> <p>OTHER INCOME and COST REDUCTIONS</p> <p>The Directorate has significant income streams as a whole, and are always looking to ensure that these are maximised for the benefit of the Community and the Council.</p>	(0.274)	Improving	<p>The GAME Programme Team are continuously exploring new commercial income streams and the recruitment of a Commercial Manager has now taken place which will focus on delivering this and reviewing what else may be achievable within the current year including bringing forward plans from future years.</p> <p>The management team have also put in place additional controls to prioritise and limit expenditure</p>
<p>TRANSFORMATION & CHANGE – Legal</p> <p>Trend increase in Child placement court fees £70k partly offset by new income streams</p>	0.025	Improving	Managers are reviewing further income generation opportunities to offset this pressure, one of which is recharges related to licensing

<p>TRANSFORMATION & CHANGE – Departmental Management Potential pressure due to shortfall on planned efficiency savings.</p>	<p>0.200 (0.225)</p>	<p>Same Declining</p>	<p>Further areas for savings that have been identified include:</p> <ul style="list-style-type: none"> • Integrated Assurance and Compliance Unit • Transfer of functions into transaction centre <p>Review of business requirements for elements of support services</p>
<p>PEOPLE – Children’s Social Care Pressure with Children & Young People’s placement numbers and costs. There has been a significant increase in placements during the summer. The number of young people placed in Independent foster care has reduced by 7 to 67 against an original estimate of 60. Residential placements have reduced by 3 to 24 against a an original estimate of 18 with a significant number of these placements being high cost due to the complex nature of these children’s needs.</p> <p>There has been a significant reduction in placements due to a number of young people having planned moves or turning eighteen. However, these savings had previously been recognised in the forecast outturn monitoring position. The increase in forecast outturn is due to one additional residential placement over and above the planned changes</p>	<p>2.517</p>	<p>Declining</p>	<p>The annual round of ‘Star Chambers’ together with all external placements being reviewed and challenged. People DMT saving target (£200k) from negotiating with providers on commissioned contracts and maximisation of health and education funding against secure welfare placements</p> <p>There are a number of initiatives either implemented or in the process of being implemented as part of a containment plan to address the increasing numbers of children in care including:</p> <ul style="list-style-type: none"> • Completed reconfiguration of the Childrens Social Care family support service to create an intensive family

<p>and an additional pressure on secure placements within the 2014/15 grant allocation for 'Remand Framework for Children'.</p>			<p>support team focusing on children on the cusp, at risk of coming into care, as well as working to return children home from care where possible</p> <ul style="list-style-type: none"> • Regular review of internal and external placements, including requesting external providers to review costs. Block contracts for suitable providers being considered where appropriate • New emergency placements for 16 year olds have been commissioned • The fostering recruitment campaign earlier this year has shown very promising signs that we will be successful in reaching our target to increase the number of in house carers to 200 <p>A recent bid to the Department of Education Innovation fund for £3.5m to implement a new multi agency way of meeting the needs of our most complex adolescents in care was unfortunately unsuccessful. Whilst this grant would have been ringfenced to new activities only, the impact of these activities was anticipated to reduce costs in other areas.</p>
<p>PEOPLE – Co-operative Commissioning & Adult Social Care There has been a significant pressure created by cost and volume changes, and a reduction in income, especially from the delay on the implementation of the Fairer Charging Policy</p>	<p>2.566</p>	<p>Declining</p>	<p>The Department is managing a Budget Containment Plan focused around reviews of High Cost Supported Living and Direct Payments, along with other packages of care.</p> <p>In Addition there is a further £1.1m of</p>

A Supreme Court judgement in relation to Deprivation of Liberty Safeguarding (DoLS) assessments has impacted the service significantly, with resources having to be diverted to meet this statutory requirement.			management actions which includes reviewing the way resources are allocated through the Resource Allocation System (RAS) to ensure a consistent approach and a further review of Commissioning spend.
PEOPLE – Homes & Communities Identification of additional external funding.	(0.553)	Improving	People DMT agreed increase from maximisation of external funding (Families with a Future) and reviewing the commitments against specific reserves and further vacancy savings. There is a risk of c£150k around emergency temporary accommodation but this is currently being contained within existing resources
PEOPLE – ELAFs Release of contingency for legal costs.	(0.070)	Same	Release of contingency relating to expected legal costs not materialising.
PUBLIC HEALTH There is a pressure resulting from lower cemetery and cremation fees	0.000	Same	Officers continue to review other areas of expenditure to alleviate the pressure.
CORPORATE ITEMS - Transformation Currently forecasting an underspend in transformation.	(0.385)	Improving	As the programme is delivered and projects develop there are constant reviews of work package costs. To date the estimated total costs have been revised
CORPORATE ITEMS - Capital Financing Reduction in interest payable on loans	(0.646)	Same	Re-profiling the borrowing portfolio and seeking greater returns on investments has delivered a surplus against the required £1m revenue savings on Treasury Management in 2014/15. Management will continue to review the borrowing portfolio for further savings opportunities
CORPORATE ITEMS – Business Rates The Council is part of a business rates pool with other Local	(0.150)	Same	The current forecasts indicate additional income due to the Council from the pooled arrangement

Authorities in the Devon which is in its second year of operation.			
CORPORATE ITEMS – Prior Year Council Tax Collection The current forecast is an improved collection rate for historic council tax debt	(0.250)	Improving	The review of processes for debt collection through the Customer Services transformation work stream have identified several improvements in this area which are currently being implemented. This is the initial estimate of the impact which will be revised over the following months
EXECUTIVE OFFICE Pressure due to shortfall on planned efficiency savings.	0.083	Improving	Managers continue to review budgets to identify potential savings to address issues, and hold positions vacant where possible. Whilst some of these are in year only, the work being undertaken as part of the Cooperative Centre of Operations Transformation workstream will result in ongoing sustainable solutions
TOTAL	3.112		

WORKFORCE: HEADCOUNT (NUMBER OF EMPLOYEES)													
	Oct-14												
Establishment Report (Headcount)	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Change in rolling 12 months
Council Wide	3,708	3,706	3,702	3,701	3,670	3,637	3,604	3,599	3,553	3,529	3,549	3,468	(240)
Executive Office													
Client Capability Team									0	0	0	0	0
Corporate Communications	12	12	11	11	11	12	11	11	11	12	11	11	(1)
Democratic & Member Support									14	14	14	13	13
Management & Support (Chief Executive)									0	0	0	0	0
Policy, Performance and Partnerships	28	28	28	28	21	20	19	18	16	16	16	16	(12)
Director and/or Exec Support									2	2	2	2	2
Total (Figures prior to restructure found on previous reports)									43	44	43	42	2.00
People													
Childrens Social Care	304	307	307	320	317	316	301	300	290	282	281	295	(9)
Co-operative Commissioning & Adult Social Care	395	396	391	378	358	348	344	342	340	337	335	335	(60)
Education, Learning & Families	806	803	802	808	810	815	819	818	803	798	857	845	39
Homes & Communities	295	295	294	294	292	286	283	280	274	270	269	271	(24)
Programmes Director									3	3	3	3	3
Director and/or Exec Support									1	1	1	1	1
Total (Figures prior to restructure found on previous reports)									1,711	1,691	1,746	1,750	(50.00)
Place													
Business Team (Place)	8	8	8	8	8	8	7	7	5	5	5	5	(3)
Economic Development	120	117	117	118	117	117	122	126	126	126	122	123	3
Strategic Planning Infrastructure	84	83	86	87	91	88	93	94	124	125	129	129	45
Street Services	456	454	450	448	448	443	347	346	458	453	420	417	(39)
Director and/or Exec Support									2	2	2	2	2
Total (Figures prior to restructure found on previous reports)									715	711	678	676	8.00
Public Health													
Civil Protection Unit									5	5	5	5	5
Office of the Director of Public Health	13	13	14	13	19	20	101	102	15	15	15	16	3
Public Protection Services									82	81	82	82	82
Director and/or Exec Support									1	1	1	1	1
Total (Figures prior to restructure found on previous reports)									103	102	103	104	91.00
Transformation & Change													
Customer Services	206	204	196	198	194	189	165	163	338	345	344	338	132
Finance	621	623	621	616	602	590	620	627	374	371	377	376	(245)
Human Resources and Organisational Dev	85	86	82	82	78	77	75	73	74	74	72	72	(13)
ICT									86	78	74	-	0
Legal Services	102	103	103	103	101	99	92	91	56	56	56	55	(47)
Portfolio Transformation			16	16	36	45	44	45	50	54	53	53	53
Director and/or Exec Support									2	2	2	1	1
Total (Figures prior to restructure found on previous reports)									980	980	978	895	(119.00)

WORK FORCE: FULL TIME EQUIVALENTS													
Oct-14													
	Change in rolling												
	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 14	Sept 14	Oct 14	12 months
Council Wide	2962.30	2958.70	2969.50	2957.40	2935.50	2905.10	2887.20	2884.90	2851.40	2836.60	2836.80	2766.10	(196.20)
Executive Office													
Client Capability Team									0.00	0.00	0.00	0.00	0.00
Corporate Communications	12.00	12.00	11.00	11.00	11.00	12.00	11.00	11.00	11.00	12.00	11.00	11.00	(1.00)
Democratic & Member Support									12.00	12.50	12.50	12.00	12.00
Management & Support (Chief Executive)									0.00	0.00	0.00	0.00	0.00
Policy, Performance and Partnerships	26.20	26.20	26.00	26.00	20.00	19.00	18.00	17.00	15.00	15.00	15.00	14.80	(11.40)
Total	38.20	38.20	37.00	37.00	31.00	31.00	30.00	30.00	40.60	41.50	40.60	39.80	(0.40)
People													
Childrens Social Care	278.00	281.40	280.50	282.20	280.80	279.20	276.00	274.10	265.20	259.60	258.80	271.90	(6.10)
Co-operative Commissioning & Adult Social Care	321.80	322.00	320.30	311.10	298.00	290.50	287.30	286.30	284.40	282.20	281.50	282.60	(39.20)
Education, Learning & Families	498.20	495.00	492.80	491.90	490.60	490.60	494.90	494.60	486.40	486.30	503.40	489.80	(8.40)
Homes & Communities	251.10	252.60	253.70	253.40	251.40	247.30	244.10	241.60	235.80	232.70	231.30	233.50	(17.60)
Programmes Director									3.00	3.00	3.00	3.00	3.00
Total (inc Management and Support)	1365.80	1367.70	1365.00	1355.30	1341.40	1329.30	1401.30	1401.30	1275.80	1264.70	1279.00	1281.80	(68.30)
Place													
Business Team (Place)	6.80	6.80	6.80	6.80	6.80	6.80	6.00	6.00	4.40	4.40	4.40	4.40	(2.40)
Economic Development	106.30	103.40	103.40	104.40	103.40	103.00	107.40	111.60	110.60	111.10	107.70	108.20	1.90
Strategic Planning & Infrastructure	73.50	72.70	75.20	76.10	78.10	75.60	80.50	81.50	110.30	111.40	114.50	113.60	40.10
Street Services	448.00	446.00	442.20	440.20	440.20	435.60	343.90	342.90	424.80	419.70	411.90	409.40	(38.60)
Total (inc Management and Support)	766.30	760.90	760.70	759.10	756.10	745.80	659.90	659.10	652.10	648.60	640.50	637.60	1.00
Public Health													
Civil Protection Unit									4.00	4.00	4.00	4.00	4.00
Officer of the Director of Public Health	11.70	11.70	12.70	11.70	16.70	17.70	94.90	95.90	13.70	13.70	13.70	14.70	3.00
Public Protection Services									78.20	77.20	78.20	78.20	78.20
Total (inc Management and Support)	11.70	11.70	12.70	11.70	16.70	17.70	94.90	95.90	96.90	95.90	96.90	97.90	85.20
Transformation & Change													
Customer Services	155.20	153.10	158.60	160.40	157.60	153.80	133.20	131.40	277.10	283.80	280.90	276.80	121.60
Finance	469.30	469.60	466.70	464.20	453.40	442.90	469.90	476.80	253.90	251.70	257.80	263.30	(206.00)
Human Resources and Organisational Dev	77.80	78.80	74.80	74.40	70.80	69.80	67.80	65.80	66.80	66.80	64.00	64.00	(13.80)
ICT									83.70	75.70	70.40	0.00	0.00
Legal Services	87.00	88.00	88.00	88.20	87.80	86.00	79.60	78.80	52.50	52.50	52.30	51.30	(35.70)
Portfolio Transformation			16.00	16.00	35.70	44.70	43.70	44.70	49.20	52.70	51.80	51.90	51.90
Total (inc Management and Support)	791.10	791.20	805.80	805.00	806.00	798.00	795.00	798.20	785.00	784.90	778.80	708.00	(82.00)
NB - from July 2014, the new structures are now in effect. Therefore, the rolling 12 months data only accurate at Whole Council level													

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

Oct-14

Directorate	Department	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Target	Threshold
Executive Office	Corporate Communications	0.58	0.92	0.55	0.55	0.55	0.50	1.08	0.91	1.00	0.92	0.73	0.64	7.00	8.00
	Democratic & Member Support									10.73	9.93	9.77	9.79	7.00	8.00
	Management & Support (Chief Executive0									0.00	0.00	0.00	-	7.00	8.00
	Policy, Performance and Partnerships	5.40	4.71	2.94	3.42	3.48	5.02	4.21	5.52	7.88	9.00	10.28	6.67	7.00	8.00
	EXECUTIVE OFFICE TOTAL (inc Management and Support)	3.86	3.49	2.29	2.50	2.55	3.30	2.90	3.48	6.35	6.35	6.86	5.50	7.00	
People	Childrens Social Care	9.97	10.49	9.17	11.10	9.82	11.29	8.67	10.13	9.86	9.97	9.57	9.76	9.00	10.50
	Co-operative Commissioning & Adult Social Care	9.90	9.87	8.16	9.55	8.33	9.20	7.57	9.46	9.19	8.93	8.62	8.18	11.00	12.00
	Education, Learning & Families	7.65	7.13	5.98	6.68	5.82	5.71	5.23	6.22	6.43	6.40	6.60	6.96	7.00	9.00
	Homes & Communities	6.95	7.11	6.21	7.24	5.97	7.36	6.44	7.94	7.71	8.06	7.97	8.25	7.00	8.00
	Programmes Director									0.00	0.00	0.00	0.00	7.00	8.00
DIRECTORATE TOTAL (excluding Schools, inc Management and Support)	8.55	8.45	7.21	8.36	7.28	7.94	6.59	7.90	8.00	8.01	7.90	8.05	9.45		
Place	Business Team (Place)	20.97	17.82	14.35	15.20	10.59	9.81	9.00	9.00	0.00	0.00	0.00	0.00	7.00	7.00
	Economic Development	3.72	4.07	4.06	3.85	3.90	4.03	3.82	4.60	4.37	4.57	3.01	3.02	7.00	9.00
	Strategic Planning & Infrastructure	6.09	5.64	4.86	5.59	4.39	4.03	4.03	3.98	5.81	5.04	7.20	4.67	7.00	9.00
	Street Services	7.44	7.49	6.18	7.57	6.82	6.82	7.29	8.59	9.61	9.73	9.99	10.95	9.00	10.00
	DIRECTORATE TOTAL	7.18	7.49	6.70	8.01	7.15	7.07	7.17	8.16	7.98	7.96	8.23	8.33	8.50	
Public Health	Civil Protection Unit									1.25	1.25	1.25	1.00	7.00	9.00
	Office of the Director of Public Health			3.94	4.27	3.77	3.72	3.03	3.76	4.52	3.39	1.68	1.30	7.00	7.00
	Public Protection Services									7.06	4.88	4.49	4.28	9.00	10.00
	DIRECTORATE TOTAL			3.94	4.27	3.77	3.72	3.03	3.76	6.40	4.47	3.88	3.63	8.50	
Transformation & Change	Customer Services	7.78	8.48	6.37	6.19	6.66	6.08	6.05	6.42	6.68	5.91	6.28	6.86	7.00	9.00
	Finance	6.62	6.72	6.49	6.77	6.31	5.75	5.60	5.52	6.28	5.67	5.94	5.84	9.00	10.50
	Human Resources and Organisational Dev	6.03	5.25	3.83	3.82	3.03	2.89	2.63	3.22	3.48	3.97	4.46	4.12	7.00	9.00
	ICT									4.09	4.00	4.39	-	9.00	10.50
	Legal Services	6.34	5.84	4.86	6.12	5.59	6.93	7.12	9.00	6.98	7.09	7.32	7.68	7.00	9.00
	Portfolio Transformation									0.70	0.77	0.88	1.62	7.00	9.00
	DIRECTORATE TOTAL (inc Management and Support)	6.76	6.84	5.92	6.20	5.75	5.42	5.34	5.63	5.84	5.42	5.84	5.96	8.50	
COUNCIL TOTAL (excluding Schools)	7.66	7.70	6.68	7.59	6.79	6.95	6.35	7.24	7.29	7.11	7.26	7.37	8.49		