

## **Appendix 2 – Service Outturn Details**

**Business Improvement and Modernisation** – The underspend of £95k is due to the planned delay to filling vacant posts and a delay in spend relating projects such as the Single Integrated Plan and the on-going digitisation project. Previous reports to Cabinet have recommended that the under spend is used to help fund:

- the delayed costs of the Single Integrated Plan (£20k)
- an FOI Officer for 14/15 in order to help maintain statutory levels of service (£32k)
- a project to devolve services to Town and Community Plans (c.£20k)
- a Specialist Business Partner post for ICT in order to help drive through the modernisation of the Council's ICT infrastructure (£15k)
- the ongoing digitisation project (£8k)

**Legal & Democratic Services** - Income increased late in the year due to receipt of fees for the West Rhyl Project, which were charged against external grant funding. In addition, expenditure on canvassers' fees and civics was £40k lower than the budget. The expenditure budgets for the latter two areas have been reduced as part of the budget savings agreed for 2014/15. It is proposed to use the under spend in 2014/15 to jointly fund a Procurement Solicitor and to purchase new case management software solutions for Legal Services.

**Finance & Assets** – the majority of the under spend results from reduced staffing costs in Property. The balance will be used to fund one-off restructure costs in 2014/15.

**Highways & Environment Services** – has achieved a break-even position. Pressures in School Transport, Parking, Winter Maintenance and Coastal Facilities have been contained but to achieve this outturn position, as well as using cash relating to the early achievement of 2014/15 efficiency savings, the service has used specific reserves (such as the Winter Maintenance Reserve) and cash balances brought forward from 2012/13.

**Planning & Public Protection** – the under spend is largely due to additional planning application fees for Rhyl High School and the HM Stanley site being received toward the end of the year. Some costs in respect of the fees received in 2013/14 will be incurred in 2014/15.

**Adults & Business Services** – the main reasons for the service under spend are the impact of savings made against the 2014/15 budget being realised early and Charging Policy income exceeding the budgeted amount. Part of the under spend (£31k) is required in 2014/15 to fund termination costs related to grant funded posts. The service proposal is for the remainder to be used to fund two spend to save projects – one aimed at developing a team of vocationally trained workers to reduce

the workload of professionally trained staff and a second to develop a team to help reassess care packages.

**Children & Family Services** - the majority of the under spend has arisen due staffing budgets (staff not being on the top of the grade) and specialist placement costs being lower than anticipated. Approximately £96k of the under spend is needed to fund ICT modernisation equipment (hand held devices, etc) that has been ordered but will not be received until the summer. The service is also considering invest to save proposals that could facilitate improvements to some foster carers' accommodation that would potentially reduce the numbers of foster placements purchased from independent providers. The proposal is still being developed but a £250k investment could create five additional places. The average saving per place could be approximately £37k per place, per year.

It is proposed that the remainder of the under spend contributes to the funding of the Corporate Plan which will support the wider social care agenda.

## **Housing & Community Development**

### **Non HRA Housing**

An under spend of £12k in Homelessness arose due to the receipt of a grant to cover an existing post. Welfare Services & Housing Strategy under spent by £37k largely due to reduced staff costs and vacant posts which have now been filled. The under spend will be used to continue to absorb the pressure of welfare reform (particularly Housing Benefit and forthcoming Universal Credit) on the homelessness budget and enable the service to continue to contribute to Shelter which provides an invaluable "gate keeping" service to Homelessness.

### **Economic & Business Development**

An under spend of £306k has been reported throughout the year due to commitments against projects in the Town & Community Plans budget and the Investment in Priority budget being less than planned. It is proposed that this slippage is transferred to the Corporate Plan Reserve.

**Communications, Marketing & Leisure** – the final under spend was £47k (the same as reported last month). The main reason for the overall under spend was due to the commercial leisure portfolio continuing to increase its membership base over and above expectation during recent months. The latter has seen the new Ruthin Leisure Development continue to exceed targets and in addition the Leisure Centres in the north of the county have gained a significant number of new members late in the financial year.

It is proposed that the 2013/14 under spend is carried forward to fund the following three financial commitments:-

- (i) To fund works that have now commenced on improving the foyer area at Rhyl Pavilion Theatre (£15k).
- (ii) A proposal that the service purchases a marquee to bring longer term cost savings as it will no longer need to continually hire equipment for events attended each year. This would also enable a greater, more obvious presence at events. The anticipated cost of purchase is circa £20k including lighting, flooring and other essentials.
- (iii) Improvements to the changing facilities at Ruthin Leisure Centre (£11k).

**Strategic HR** – the under spend is primarily due to savings in Occupational Health by not filling a vacancy and also the council has reduced the use of doctor services throughout the year. The balance will be used to reduce capital financing costs charged to HR to facilitate a budget saving in 2014/15.

**ICT and Business Transformation** – the department under spent by £182k in 2013/14, largely due to the delay in the delivery of projects relating to the Phase 2 ICT Strategy. It has previously been recommended to utilise the under spend in 2014/15 to:

- Deliver the delayed projects relating to the Phase 2 ICT Strategy (£99k)
- Comply with the grant conditions relating to the carry forward of LiDW Grant funding (£49k)
- Fund the delayed procurement of the Server Room Power Distribution Unit and a Load Balancer for the Education SLA (£12k and £14k respectively).

**Customer & Education Support** – Although the service is showing a nil variance at year end, this is after the transfer of £118k to a reserve to help pump prime the Chanel Shift and Customer Access project which forms part of the Modernisation agenda which is vital in delivering the efficiencies required in future years as recommended in the January report. This was possible due to underspends relating to delays in the full implementation of the Customer Services restructure, the early achievement of planned efficiencies for 2014/15 and maximisation of grant income. The under spend carried forward from 2012/13 of £134k was also transferred to this reserve as recommended in January.

**School Improvement & Inclusion** – The majority of the £99k under spend relates to the demand-led Early Years provision. The service has previously requested the following carry forwards:

- £45k to help fund costs relating to the service restructures that have facilitated a number of efficiencies in 2014/15
- £14k to help manage the reduction of grant funding in 2014/15 with a planned reduction in service

It is recommended that the remaining £40k be carried forward to help facilitate further efficiencies for 2015/16 that are currently being developed.

During the year, £331k has been transferred to an Out of County Reserve. This reserve facilitated the release of £200k base budget efficiencies in 2014/15 and helps mitigate the risk of sudden increases in demand.