

Summary Variance Analysis

Directorate:	Customer & Transactional Services	Period – 11	February 2012
Main Variances			
Service Area	Total Variance £'000	Explanation	
Information Technology	169	New this month: None Previously reported: : £196k – Being the estimated annual cost of the SAVVIS contract	
Customer Service Centre	122	New this month: None Previously reported: £26k Income from E-Government Project budgeted for in error. : Payroll costs from the recruitment of additional customer service advisors and recognition that assumed unallocated savings in the budget will not be fully achieved	
Total ICT and Information Technology	291	Sub-Total	
Benefits, Council Tax and NNDR	(279)	New this month: None Previously reported: Higher than budgeted admin grant received	
Transactional Finance	31	New this month: Retention of a temporary member of staff for March and recruitment of additional debt collection officer until end of financial year although this may be funded centrally. Previously reported: £(21)k cost of agency cover offset by the value of vacancies. Accounting Technicians budgets transferred to service but cost of Supervisor post not included in the budget.	
Transactional HR and Payroll	(105)	New this month: None Previously reported: Recognition of savings including two posts that were deleted from the establishment but budget was incorrectly allocated to the service. Costs of Payroll and Pension Manager have been coded to Strategic Management.	
Logistics Team	(54)	New this month: None Previously reported: £(25)k being value of vacancies held until the end of 2011/12. Further general savings identified including posts likely to be held vacant until the end of the year.	
Total Transactional Services	(422)	Sub-Total	
Strategic Management	197	New this month: None Previously reported: Staff costs budgeted in other cost centres have been changed to Strategic Management. Recognition that assumed unallocated savings in the budget will not be fully achieved.	
	81	Total Variance	

Directorate:	HRA	Period – 11	February 2012
Main Variances			
Area	Variance £'000	Explanation	
Income	85	Rental income has been validated to the end of December and no change to forecast identified.	
Repairs & Maintenance	(301)	Planned maintenance activities and Major Works included in the Interserve guaranteed sum are being validated. 2010/11 activities are also being examined which may lead to adjustments to capital being actioned this financial year. Examination of the Interserve contract continued in the period particularly in respect of the profit share element.	
Supervision & Management	(229)	Transformation activities including the 2011/12 EOI programme continued during the period.	
Pension Cost Adjustment	76	FRS 17 adjustment from the final ALMO accounts	
Special Services	(83)	Supporting People grant reduction has been reversed and income at budget level in place.	
Housing Subsidy	10	Final interest rates in 2010/11 reduced subsidy on borrowing costs for that year.	
Increase/Decrease in Provision for Doubtful Debts	80	No change from last period, however additional actions have been introduced with the aim of improving collection rates before the end of the financial year.	
Capital Charges	0	Due to continued internal borrowing these costs maybe lower for the year which would also result in lower subsidy.	
	0	Revenue contribution to the Capital programme	
Total	(362)		

Appendix B (Cont.)

Directorate:	Resources and Regeneration	Period - 11	February 2012
Main Variances			
Service Area	£'000	Explanation	
Management Unit	(1,008)	A Fleming claim for output tax on Trade Waste collection services between 1988 and 1996 was settled by HM Revenues & Customs in the period. VAT of £190,727 was refunded and interest of £335,780 paid in addition. Finance advisor fess of £52,650 are payable to Price Waterhouse Coopers. A further claim in respect of Off street parking	
Finance and Audit	(233)	Revised structure is now in place and recruitment activity for senior positions is expected to commence in February 2012.	
Professional Services & monitoring officer	(149)	Period 9 forecast confirmed	
Transport & Planning	150	Street Lighting works have generated a £70k discount based on volume over the last 2 years. A claim for Traffic Signal electricity is due for 2011/12 with negotiations on-going in respect of prior years and future charges.	
Strategic Housing	(13)	Period 9 forecast confirmed	
Environmental Services & Quality	366	Period 9 forecast confirmed	
Property Services	149	Demand for commercial property continues to be weak and income is now forecast to reduce by a further £75k for the year. Additional costs of £19k are also being incurred as Business rates are payable in empty units. Business rate charges in respect of the Town Hall continue to be negotiated with the Valuation Office due to the extension on occupancy in 2011.	
Total	(738)	Forecast Variance	

Directorate:	Chief Executive	Period – 11	February 2012
Overall Directorate Summary: The directorates' net controllable budget for 2011/12 is £1,448k and the current projected under spend position is £45k. Details are given below.			
Main Variances			
Service Area	Total Variance £'000	Explanation	
Chief Executive's Office	(25)	New This month: No change. Previously Reported: There are commitments of approximately £36.5k for temporary staffing and specialist expertise (including £7,500 covering vacancy and long term sick leave for the Policy & Scrutiny Officer) and further commitments and planned spend on supplies and services. Subsequent to these adjustments a £25k under spend has been identified and offered as in year savings. Vacancies held in this area pending review of the service.	
Communications	0	New This month: No change. Previously Reported:	
Policy	(20)	New This month: No change. Previously Reported: There is currently £20k unallocated spend at this stage. The under spend is provisionally offered as an in year saving. However, due to the unpredictable nature of the demands on this service it remains a possibility that this sum will be required.	
	(45)	Net Variance	

Directorate:	Community & Wellbeing	Period 11	February 2012			
Community Services and Adult Social Care	4	This month: +£4k – Movement of +£46k this month due to revised commitments for Care Packages, mostly External Home Care.				
		Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000
		Safeguarding and Governance	261	225	-35	-1
		ASC Mgmt & Business Support	618	535	-83	-3
		Access & Long Term I & S	2,436	2,261	-175	-20
		Re-ablement & Directly Provided	4,477	4,506	30	60
		Mental Health	3,802	3,864	62	-16
		Commissioning Budgets	16,070	16,274	205	26
Total	27,663	27,667	4	46		
		Previous Variance: -£42k – Budget pressures due to Meals on Wheels, Residential & Gurney House savings not realised but offset by significant income gains and averting planned Learning Disability residential placement.				
Culture & Skills	(27)	This month: +£27k – New savings partially relating to additional income from Life Long Learning following increase in student intake and a reduction in planned staff costs in the Employment & Enterprise Service.				
		Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000
		Lifelong Learning	520	504	-16	-12
		Library Service	2,180	2,190	9	0
		Culture & Sports	1,250	1,325	76	3
		Employment & Enterprise	240	222	-18	-17
		Management	194	200	6	0
		Community Services	283	199	-83	-7
Total	4,666	4,640	-27	-32		
		Previous Variance: +£5k – Savings due to carried forward budget for Free Swimming plus savings in Community Services.				
Personalisation, Commissioning & Partnerships	(409)	This month: -£409k (<i>Before allowing for the earmark reserve of £487k</i>) – Unchanged from last month.				
		Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000
		Voluntary Organisations	648	599	-49	0
		Contracts & Procurement	228	201	-27	0
		Supporting People	3,506	3,667	162	0
		Transformation Grant	487	0	-487	0
		Strategic Commissioning	336	329	-7	0
		Total	5,206	4,797	-409	0
		Previous Variance: -£409k (<i>before allowing for the earmark reserve of £487k</i>) – budget pressure due to significant slippage on the planned savings for on Supporting People, this is partly offset by savings on the Voluntary Organisations and Contracts & Procurement budgets.				
Public Protection	(568)	This month: -£568k (<i>Before allowing for Earmarked reserve request of £302k</i>) – Movement – -£1k – largely unchanged.				

		<table border="1"> <thead> <tr> <th>Service Area</th> <th>Budget £'000</th> <th>Outturn £'000</th> <th>Variance £'000</th> <th>Change £'000</th> </tr> </thead> <tbody> <tr> <td>Management</td> <td>118</td> <td>129</td> <td>11</td> <td>0</td> </tr> <tr> <td>Drugs & Community Safety</td> <td>1,515</td> <td>1,029</td> <td>-486</td> <td>8</td> </tr> <tr> <td>Neighbourhood Enforcement</td> <td>1,089</td> <td>1,004</td> <td>-85</td> <td>-9</td> </tr> <tr> <td>Food Safety & Business Support</td> <td>328</td> <td>338</td> <td>10</td> <td>7</td> </tr> <tr> <td>Licensing</td> <td>-158</td> <td>-179</td> <td>-20</td> <td>1</td> </tr> <tr> <td>Trading Standards</td> <td>352</td> <td>354</td> <td>1</td> <td>-8</td> </tr> <tr> <td>Total</td> <td>3,243</td> <td>2,675</td> <td>-568</td> <td>-1</td> </tr> </tbody> </table> <p>Previous Variance: -£567k - This is due to lower commitments on the Drugs & Community Safety Service due to lower commissioning costs and lower than budgeted staffing costs on the Neighbourhood Enforcement Service.</p>	Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000	Management	118	129	11	0	Drugs & Community Safety	1,515	1,029	-486	8	Neighbourhood Enforcement	1,089	1,004	-85	-9	Food Safety & Business Support	328	338	10	7	Licensing	-158	-179	-20	1	Trading Standards	352	354	1	-8	Total	3,243	2,675	-568	-1
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Procurement	(63)	<p>This month: -£63k – Movement – no change from last month.</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Budget £'000</th> <th>Outturn £'000</th> <th>Variance £'000</th> <th>Change £'000</th> </tr> </thead> <tbody> <tr> <td>Procurement Team</td> <td>211</td> <td>183</td> <td>-28</td> <td>-5</td> </tr> <tr> <td>Carbon Energy Management</td> <td>48</td> <td>13</td> <td>-35</td> <td>0</td> </tr> <tr> <td>Total</td> <td>259</td> <td>196</td> <td>-63</td> <td>-5</td> </tr> </tbody> </table> <p>Previous Variance: -£63k – Savings arising from the delay in new staff joining this team plus most of funds carried over from 10/11 is now no longer needed.</p>	Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000	Procurement Team	211	183	-28	-5	Carbon Energy Management	48	13	-35	0	Total	259	196	-63	-5																				
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Central Management	0	<p>This month: - On Target. Movement - No changes, this month.</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Budget £'000</th> <th>Outturn £'000</th> <th>Variance £'000</th> <th>Change £'000</th> </tr> </thead> <tbody> <tr> <td>Total</td> <td>307</td> <td>307</td> <td>0</td> <td>0</td> </tr> </tbody> </table> <p>Previous Variance: - On Target</p>	Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000	Total	307	307	0	0																														
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TOTAL	(1,063)	(£274k after allowing for earmarked reserve)																																								

Directorate:	Education and Children's Services		Period - 10
Service Area	Change £'000	Explanation	
	-1,436	Variance reported last month	
Children and Families	2	<p><u>New this Month:</u></p> <p>Children Looked After (CLA): The Looked After Children (LAC) budgets continue to be under severe pressure. This month's projections are based on the children in care as at the end of February. As a result of the volatility of these budgets, no projection is made for any new placements in March. The overall projection for CLA placements has increased by £56k. <u>External fostering placements</u> – there is an additional projected overspend of £54k due to 7 new placements; 2 of these have transferred from Unaccompanied Asylum Seekers (£22k). <u>Internal Fostering placements</u> - a saving of £7k has been identified this month due to 5 leavers (£10k) offset by 3 new starters (£3k).</p> <p>Commissioning and Social Work: <u>Contact Team</u> – a lower level of activity in the last few months has reduced the cost of the planned level of agency staff by £17k.</p> <p>Family Support Services: <u>Residence Orders</u> – there has been 1 new client costing £3k.</p> <p>Other Children & Families: <u>Adoption Allowances</u> – 3 new clients have cost £6k. <u>Leaving Care</u> – last month a pressure was reported within Leaving Care due to Slough not qualifying for grant. However, a review of this area has found that the expenditure can be contained reversing this pressure to a saving of £37k.</p> <p>Business cases are being prepared in respect of additional requests for carry forward (£60k) to support the Improvement Plan and bridging the gap towards a restructure of the Children and Families Division during 2012-13.</p> <p><u>Previously Reported:</u></p> <p>Commissioning and Social Work: The Safeguarding Improvement Plan is funded by a Corporate Contingency of £167k, costs as follows; Group Manager post (£53k), additional IRO cover (£17k), the Local Safeguarding Board Audit Peer Review (£25k), the cost of the chair and safeguarding advisor for the peer review (£28k), the cost of a Performance Improvement and Quality Control Officer (£26k), audit project work (£13k), and deep dive audits (£5k).</p>	

A pressure of £126k cost of interim cover for Children & Family Assistant Director and the cost of the Corporate Parenting Manager.
Independent reviewing Officer work due to agency cover has cost £46k.
A pressure of £17k has been identified within the Contact Team due to additional costs in respect of rent and travel expenses.
A vacancy in the Young Person's personal Advisor post saves £15k.

Children Looked After:

The previously reported projection for children looked after included all known placements at the end of December based on planned end dates at that point in time. No forecast was included for any changes between the end of January and 31 March.

External fostering placements – projected overspend due to rising numbers of children and weeks of care being provided.
Internal Fostering placements - all available internal foster places (55) are occupied so an underspend is projected on this budget.

External Residential placements – projected overspend due to rising number and complexity of placements.

Secure Accommodation - there is no budget provision as there has been little or no activity in recent years. However since 1 April there have been 5 short to medium term placements; 4 remand clients and 1 welfare client.

Pathways

A small overspend on the cost of personal need has been identified.

Detailed work on the Family Placement Service Gold Project (sustainable looked after children) approved by Members during October is in progress.

Family Support Services

Residence orders

Within Section 17 there is a projected saving of £50k on rent personal needs and activities.

Lower activity than anticipated within Family Group conferencing/Family Placement service saves £25k and a small under spend of £10k is projected for the Interpreting service.

This has been offset by a pressure of £27k mainly due to clients moving from internal fostering to special guardianship.

Other Children and Family Services: While there has been an increase in the number of children placed for adoption during 2011-12, the adoption budget has not been fully utilised. The financial impact in 2011-12 is two-fold (i) adoption allowances are projected to underspend (£200k) and (ii) more children than anticipated remain in more expensive foster placements contributing to the external foster placement projected overspend.

		<p>Changes in any type of CLA placement can and does have an impact throughout the system. In financial terms, this ripple effect is reflected in the spending pressures and explanations of changes in variances.</p> <p>A £37k pressure is projected for Leaving Care due to Slough not qualifying for the grant this year, as the number of clients is below the minimum qualifying level.</p> <p>An increase in the level of charge this year for the Adoption Advisory Service causes additional costs of £33k.</p> <p>Additional costs in respect of Local Safeguarding Board seminars and advertising costs creates a pressure of £6k.</p> <p>Asylum Seekers: There is an additional pressure of £55k which is as a result of personal needs costs exceeding the maximum amount which can be claimed per day per child for under 16's and additional 16+ clients.</p>
Youth	-80	<p><u>New this Month</u> Additional savings of £80k have been identified this month; comprising a review of salary projections (+£40k) and reduced commissioning activity due to capacity issues whilst the service is being restructured (-£145k), partly offset by security enhancement work (+£25k).</p> <p><u>Previously Reported</u> The Integrated Youth Service (IYS) is being established during the current financial year as approved by Cabinet in March. Initially, £228k was set aside for transitional support. Costs arising from the transition, including staffing reorganisations, are now being accommodated within existing budgets. It is therefore now possible to offer up the transitional support budget £228k as a saving.</p> <p>Further savings of £226k have been identified in respect of the Youth Service. The consultation on the staffing restructure of the Integrated Youth Service has completed the first stage and is about to start the second stage; this involves redundancies for both full time staff and sessional workers who currently deliver universal services. Until the restructure is complete, new recruitment to services has not taken place on the scale anticipated and has also been delayed due to new government guidance and potential external commissioning. In addition there has been the early effect of actions put in place to achieve 2012-13 savings targets. £175k is being put forward as a carry forward request to fund redundancies emerging from these changes.</p>
Inclusion	0	<p><u>Previously Reported:</u> <u>Inclusion Strategy:</u> A review of the staffing costs within Children with LDD has identified a saving of £50k, due to 4 staff vacancies offset by the cost of agency staff and 1 new leaver in February.</p> <p>A £49k saving has been identified in respect of £40k core funding released as a result of a DSG contribution towards staffing costs and a £9k under spend on planned projects.</p> <p><u>Children with Disabilities:</u></p>

Within Breakaway there have been additional costs of £55k due to complex needs of children accessing Breakaway and also £25k in respect of refurbishing one of the units with carpeting and a replacement cooker.

A £20k pressure has been identified within Direct Payments due to greater take up from clients.

A £80k saving within Home Care due to a shift of clients towards Breakaway and Direct payments as alternative support.

A £54k net saving is projected for external residential fees due to the delay of placement for 1 client pending court proceedings and in addition this client has now reached 18 years old and so the cost will be split with Adult Social Care. In addition savings of £75k within First Response and £29k within Holding Hands have been identified due to use of alternative funding this year.

A backlog of assessments is building up in Occupational Therapy due to staff shortages. It is requested that the £10k projected underspend is carried forward to 2012-13. It will then be possible to engage additional support to clear the backlog once new equipment has been received.

Support to Young People: There has been a delay in the use of the Partnerships and Commissioning budget whilst a review on future commissioning arrangements is undertaken with partners linked to early intervention and the safeguarding plan. This has caused an under spend of £110k this year which will be put forward as a carry forward request.

An under spend on the use of consultants providing support for emotional health has saved a further £10k.

Raising Achievement

-22

New this Month

Services to Schools: An additional saving of £22k is now projected for Home to School Transport.

Previously Reported:

Early Years: Total savings of £524k have been identified principally due to delays in recruitment and projects. Alongside this, a review of Sure Start and its Children's Centres is pending which is delaying expenditure until the review has given clarity for the future. In addition, a lower number of referrals for 2 year old early education places than anticipated have been made. Work is ongoing to raise awareness with partner agencies to ensure that all eligible children are identified and referred.

Fewer childcare providers than anticipated have signed up with relevant universities in January to take up Early Years professional training than expected. This will save an additional £23k and it is requested that this is carried forward so that the programme can continue to be delivered in 2012-13.

School Improvement: Schools have allocated a substantial sum of money from Dedicated Schools Grant and Service Level Agreements for Governor support during this financial

		<p>year. This is related to their commitment to school improvement and raising standards with the awareness that robust and challenging governance is an important component in achieving success in these areas. Consequently, this results in savings within the budget on school governance which amounts to £33k.</p> <p>This has been offset by a £23k pressure in relation to an employee severance payment within the Advisory Service.</p> <p>Services to Schools:A saving of £32k has been identified within Participation due to deletion of a post.</p> <p>Re-evaluation of the transport requirement for the new term has identified a saving of £112k within Home to School Transport.</p>
Raising Participation Partnership	0	<p>The budget for the Slough Regional Group comprises of the aggregated budgets from neighbouring authorities for the Joint Arrangement to commission and procure all post-16 education and training for young people aged 16-19 across Berkshire. As such any variance between budget and actual spend will be carried forward to the following year.</p>
Strategic Management, Information and Resources	40	<p><u>New this Month:</u></p> <p>Outstanding debt has been brought into the revenue account from balances in respect of Surestart capital costing £30k .</p> <p>A dispute around the PFI utility costs has come to a final conclusion and the legal fees have cost £10k.</p> <p><u>Previously Reported:</u></p> <p>In order to mitigate the impact of the additional pressures in the Children Looked After placement budgets, the staffing contingency budget (£120k) has been released. The release of this contingency early in the financial year could impact on the ability of the directorate to respond to any future pressures. In addition following continued close scrutiny of opportunities within all budgets in the Directorate, additional savings (£335k) have been identified within Directorate Support Costs.</p> <p>One-off grant funding opportunities (£232k), unallocated Early Intervention Grant (£300k) and a saving through keeping a post vacant (£15k) have been identified to support the pressures on the directorate's budget.</p> <p>A delayed recruitment to School Planning Officer post which became vacant in July saves £6k.</p> <p>Additional rental income received from Langley academy site controllers house totals £8k and there will be a £3k under spend on the repairs budget.</p> <p>Scaling back on targeted services in order to support reactive pressures around the placement of Looked After Children saves £58k.</p> <p>A saving of £16k based on the current level of liability for teacher's premature retirement payments is expected.</p> <p>Information, Performance and Review:</p> <p>The level of schools buy back for the provision of Education Management System (EMS) support has been greater than anticipated and has resulted in increased income of £40k.</p> <p>Additional IT expenditure anticipated (£30k) in respect of a new server and IT support.</p>

Staff vacancy savings of £29k within the Performance and Management Team, previously flagged up as an emerging opportunity subject to a review of the team, can now be flagged up as a one-off saving.

-1,496 Total Variance