

**Keep my place safe and looking good.**

Department	Annual budget £'000	2016/17 Actuals £'000	2016/17 Variance £'000
Bereavement Services	-474	-567	-93
Building Control	-28	-16	12
Car Parks/Civil Enforcement Parking	41	34	-7
CCTV	261	220	-41
Climate Change	7	5	-3
Community Services - Community Safety	203	160	-43
Core Environmental Operations	562	475	-87
Core waste Operations	1,210	1,183	-26
Development Management	206	130	-76
Engineering	226	172	-54
Environmental Health (WRS)	548	549	1
Land Drainage	186	175	-11
Landscape & Grounds Maintenance	20	1	-19
Manager supplies and Transport	386	385	-1
Place Teams	1,161	1,119	-42
Planning Policy	243	186	-57
Trees & Woodland Management	337	336	-1
Waste Management Policy	-0	8	8
Allocation of Vacancy management saving	0	28	28
<b>Totals:</b>	<b>5,094</b>	<b>4,582</b>	<b>-512</b>

**Financial commentary:**

Bereavement Services - has seen an increase in income for cremations earlier in the day with an increase in the death rate in the last quarter.

CCTV - has an underspend due to renegotiated contract savings and lower overtime costs.

Community safety - underspend relates to Anti social behaviour which is a HRA saving.

Core Environmental Operations - there have been savings made on operating leases, salaries, vehicle maintenance, tipping costs, fuel and additional income achieved from work done for WCC.

Core Waste - has had lower than anticipated agency staff requirements and savings on pool staff due to later recruitment.

Development Management - has a £73k underspend is due to £69k overachieved income. This reflects the expected position.

Engineering - have made savings on bus shelters due to spend in previous years, employee savings from some staff working reduced hours, additional income from work done for WCC on Public Realm works and also savings on street lighting energy costs.

The Place Teams - have over achieved on income from bulky waste collections and additional income from work done for WCC and has also made savings on operating leases, fuel, salaries and vehicle maintenance.

Waste Management Policy - variance is as a result of the loss of income from the bring banks which have been removed following the misuse of the sites and ongoing costs to maintain.

Planning Policy - has an underspend due to salary savings due to maternity leave or reduced hours requests.

**Help me run a successful business**

Department	Annual budget £'000	2016/17 Actuals £'000	2016/17 Variance £'000
Asset & Property Management - Commercial	-231	-253	-22
Economic Development	164	189	25
Manager Taxi Licensing	-195	-237	-42
Community Services - Grants to Vol bodies	271	260	-11
Allocation of Vacancy management saving	0	1	1
<b>Totals:</b>	<b>8</b>	<b>-40</b>	<b>-47</b>

**Financial commentary:**

Economic Development - £25k overspend is due to an overspend on the Repairs & Maintenance at Hemming Road.

There has been a steady increase throughout the year in licensing income for 2016/17.

The saving on Grants was staff costs due to a temporary vacancy .

**Help me to be financially independent (including education & skills)**

Department	Annual budget £'000	2016/17 Actuals £'000	2016/17 Variance £'000
Benefits	246	-167	-412
Revenues	270	151	-120
Property Management - Rents grants	15	22	7
Allocation of Vacancy management saving	0	52	52
<b>Totals:</b>	<b>531</b>	<b>58</b>	<b>-473</b>

**Financial commentary:**

Benefits - this service is made up of a number of functions and the savings have been generated across the service area. These include :

- staffing and efficiency savings within the general service function £53k
- additional overpayment income generated and underspends on discretionary housing payments £130k
- Prior year income received due to timing on the benefit claim £105k
- Rent Rebates and Council Tax scheme underspends £100k

Other than the staffing underspends the remaining savings and additional income are not identified until the year end processing of the collection fund and benefit subsidy therefore it is difficult to project the outturn position.

Revenues - has a variance which relates to income on costs for recovery. A bad debt provision is in place to provide for any irrecoverable debt.

**Help me to live my life independently (including health & activity)**

Department	Annual budget £'000	2016/17 Actuals £'000	2016/17 Variance £'000
Community Services (incl dial a ride & Shopmobility)	359	421	62
Early Help	-4	-29	-26
Lifeline	4	-20	-24
Manager Care & Repair	50	-1	-51
Allocation of Vacancy management saving	0	10	10
<b>Totals:</b>	<b>410</b>	<b>381</b>	<b>-29</b>

**Financial commentary:**

Community services (incl dial a ride and shopmobility) - variance is due to increased staffing costs and vehicles costs and income generation being lower than anticipated.

There is a saving within 2016/17 on Care and Repair for the Management fee on Disabled facilities grants (DFG's) as there is now available funding from the capital provision

Lifeline - savings have been generated from renegotiation of contracts

Early help - has additional receipts for supports costs income.

**Help me to find somewhere to live in my locality**

Department	Annual budget £'000	2016/17 Actuals £'000	2016/17 Variance £'000
Housing General Fund	1,009	967	-42
Housing Strategy & Enabling	214	275	62
Democratic Services - Land charges	-15	-25	-9
Allocation of Vacancy management saving	0	17	17
<b>Totals:</b>	<b>1,208</b>	<b>1,235</b>	<b>27</b>

**Financial commentary:**

Housing Strategy and enabling - variance is due to Lifetime loans adjustment to reflect the costs associated with giving lifetime loans interest free.

**Provide good things for me to do, see and visit**

Department	Annual budget £'000	2016/17 Actuals £'000	2016/17 Variance £'000
Cultural Services	794	680	-114
Leisure & Cultural Man	102	126	24
Parks & Green Spaces	-35	-52	-17
Sports Services	521	667	146
Business Development - Cultural	0	16	16
Allocation of Vacancy management saving	0	51	51
<b>Totals:</b>	<b>1,382</b>	<b>1,487</b>	<b>105</b>

**Financial commentary :**

Cultural services - have achieved extra income at the Palace theatre with the Christmas Panto generating increased revenue and the arts and events teams have made savings by more effective procurement and the community centres have performed well making savings and generating income by extra usage.

Sports Services - the Sports Centres and Golf course have not achieved the budgeted income projections which has impacted on the services overall performance.. This is in part due to the closure of the Astro Turf Pitch at Arrow Vale Sports Centre for safety reasons, issues with income generation at the Abbey stadium associated with the health and fitness/group exercise provision up until December 2016 and the overall decline in golf nationally that is impacting upon the number of rounds sold. However the Dance & Group Cycling Studios at the Abbey Stadium has had a very positive impact on encouraging new members to join and retaining existing members for longer which will increase the number of members in line with the original business case projections. The sports Development teams have generated extra income on community classes and made saving by improved cost control.

Business Development - have an overspend which is due to continued income generation issues around the sponsorship of roundabouts and the hire of the Civic suite. Officers are currently reviewing this position and will, be addressing these issues by reviewing options in these areas to increase sales.

**Enable others to work/do what they need to do (to meet purpose)**

Department	Annual budget £'000	2016/17 Actuals £'000	2016/17 Variance £'000
Asset & Property Management	1,390	1,209	-181
Business Development	133	128	-5
Business Transformation	922	965	43
Communications & Print	255	240	-16
Corporate Management & Audit	-133	-1	132
Corporate Services	1,824	1,833	9
Corporate Strategy	75	61	-14
Customer Support Services	536	512	-24
Democratic Services	328	319	-9
Depot	87	51	-36
Elections	155	173	17
Financial Services & Procurement	603	674	70
Human Resources	526	425	-102
IT Licences Direct Services	154	158	4
Legal Services	281	271	-10
Partnerships	56	56	0
Post, Admin & Civic	231	215	-16
Property Management	22	10	-12
Sports Services - Management	77	74	-4
Transport	-3	2	5
Allocation of Vacancy management saving	0	85	85
<b>Totals:</b>	<b>7,520</b>	<b>7,458</b>	<b>-61</b>

**Financial commentary:**

Asset & Property Management - The savings are mainly made up of reductions in utilities costs (in part due to a mild winter and partly due to more efficient contracts), and additional income across the property portfolio. Due to the timing of information from PPL it was not possible to project the saving before the year end process was carried out.

Business Transformation IT - there was an underspend on Computer equipment, licences and GCSX costs - contracts are re-negotiated as they become due for renewal and this has presented opportunities for savings to be made. A £100k reserve has been set up to fund additional IT Equipment.

Communications & Print / Post, Admin & Civic - have general savings from efficiencies and reduction in associated costs of delivery.

Corporate Management & Audit - There is a saving on the corporate account relating to audit fees and subscriptions of £18k. The 150k reserve for Locality Enhancements is included within this service.

Customer Support Services - The saving relates to salary savings and is higher than projected at Q3 as we had anticipated a need to backfill.

Democratic Services - The savings relate to the difference between the estimated IRP recommended figure and the amount finally approved in Feb 2017. This saving has been reflected in the 2017/18 budget. In addition there are a number of other service budgets in relation to car mileage and other unclaimed allowances.

Elections - As already reported the timing of election payments from Central Government make it difficult to project on an accurate basis the financial outturn. For 2016/17 there has been additional associated with the referendum and local elections. Local elections will be reprofiled in readiness for the 2018/19 budget.

Financial Services & Procurement - Financial Services has incurred additional costs relating to Payroll, Payments and ensuring that the accountancy function is delivered effectively. These are one off costs and are not reflected in the 2017/18 budgets.

Human Resources - There has been some savings on salaries and also on the corporate training and medical fees budgets.

Legal Services - More contract income has been received than originally anticipated and again this has been reflected into the 2017/18 budget.