

**STRATEGIC & CORPORATE SERVICES DIRECTORATE**  
**JANUARY 2014-15 MONITORING REPORT**

## 1. REVENUE

1.1	Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
	<b>+82,700</b>	<b>-2,051</b>	-	<b>-2,051</b>
	<b>Total (£k)</b>			

## 1.2 Table 1 below details the revenue position by A-Z budget:

Budget Book Heading	Cash Limit			Variance Net	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000			
<b>Strategic &amp; Corporate</b>						
Strategic Management & Directorate Support Budgets	3,552.2	-5,089.3	-1,537.1	-180	-171 Staff vacancies, mainly due to secondments to the Facing the Challenge team -9 Other minor variances	
Community Services						
- Contact Centre & Citizens Advice Help Line	3,569.4	-1,524.1	2,045.3	+563	+165 In the current year there has been an increase in the number and duration of calls to the Contact Centre, resulting in a need to increase staffing levels to maintain performance.  +333 The service transferred to S&CS with a previous year saving of -£573k and a further -£213k saving for 2014-15 in the base budget. Delivery was focussed on reducing staffing levels but has not been entirely possible because of the unanticipated effect on performance/ outputs, as described above.  +65 Other minor variances	Management action has been taken which has improved performance to target whilst delivering some efficiencies and keeping additional staff to a minimum.
- Gateways & Customer Relationship	2,940.6	-113.3	2,827.3	-182	-182 Other minor variances each below £100k	Management action underway to address the savings targets by reviewing the way these can be delivered. Future strategy is focussed on moving customer contact to a web based solution which will yield further efficiencies.

## ANNEX 6

Budget Book Heading	Cash Limit			Variance Net	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000			
- Local Healthwatch & NHS Complaints Advocacy	1,281.5	-706.0	575.5	-276	-213 Reduction in estimated number of Healthwatch business cases which will require funding in 2014-15 -63 Other minor variances	
<u>Local Democracy</u>	7,791.5	-2,343.4	5,448.1	+105		
- Community Engagement	415.3	0.0	415.3	+180	+277 The service transferred to S&CS with an existing saving of £327k based on an anticipated service review which should have happened in the previous financial year. The review of this service has now been completed and a revised structure is subject to consultation and further Member scrutiny & agreement. -97 Other minor variances, each below £100k, including savings from a moratorium on non critical spend to offset the pressure on this service.	
- County Council Elections	570.0	0.0	570.0	0		
- Local Member Grants	2,120.5	0.0	2,120.5	-783	-783 A roll forward will be requested for this underspend.	
- Partnership arrangements with District Councils	2,463.2	0.0	2,463.2	-40		
<u>Support to Frontline Services</u>	5,569.0	0.0	5,569.0	-643		
- Business Strategy	3,365.5	-82.0	3,283.5	-330	-352 Staff vacancies & maternity leave. A committed roll forward of £14k will be requested for Health Reform monies which is due to be spent in April & May 2015. -25 A committed roll forward will be requested for a statutory voluntary & community sector policy consultation project, which launched mid March and will run for 3 months. +47 Other minor variances	

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Budget Book Heading	Cash Limit			Variance Net	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000			
- Business Strategy (Facing the Challenge & Corporate Portfolio Office)	504.2	0.0	504.2	0	+4,027 Facing the Challenge costs in excess of the gross budget of £484.1k which was rolled forward from 2013-14 -4,027 Drawdown from reserves to meet Facing the Challenge costs in excess of cash limit +599 Corporate Portfolio Office costs in excess of the gross budget of £20.1k which was rolled forward from 2013-14 -599 Drawdown from reserves to meet Corporate Portfolio Office costs in excess of cash limit +252 Corporate/Customer Services Transformation Assessment works +341 Adult Social Care Transformation Phase 2 Assessment works +113 0-25 Children's Services Transformation Assessment works +1,000 0-25 Children's Services Transformation Design works - in accordance with Cabinet Member decision 14/00086 +394 0-25 Children's Services Transformation bridging contract -2,100 Drawdown from reserves to fund Transformation works detailed above	Service transformation costs have been held here as a holding position this year and it is anticipated that these transformation costs, together with the matching drawdown from reserves, will be transferred to the relevant services before the end of the financial year.
- Communications & Consultation	2,805.4	-131.0	2,674.4	-385	-128 Staff vacancies -42 Income from Public Health to fund costs of Press Campaign Officer -215 Other minor variances each below £100k	
- Democratic & Members	3,835.1	-128.7	3,706.4	-53		

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Budget Book Heading	Cash Limit			Variance Net	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000			
- Finance & Procurement	19,644.4	-7,761.9	11,882.5	-385	+231 Delay in reduction in Support Services and related activities pending the outcome of Facing the Challenge review -213 Staffing vacancies -210 Reduction in specialist fees within Financial Management -193 Other minor variances each below £100k	
- Human Resources	15,619.4	-6,464.8	9,154.6	-542	-56 Staffing vacancies -365 Revision to the training budget following finalisation of workforce development plans -146 Additional income for recruitment services provided to schools & academies +25 Other minor variances	The training budget was reviewed as part of the 2015-18 MTFP process and a revised budget set for 2015-16.
- Information, Communications & Governance	34,954.1	-17,351.3	17,602.8	-3	-7	
- Legal Services & Information Governance	9,574.3	-11,725.9	-2,151.6	+122	+75 Reduction in income resulting from market conditions +47 Other minor variances	
- Property & Infrastructure Support	33,024.3	-6,461.2	26,563.1	+243	+243 Property Group budget for 2014-15 has a £300k savings target which depends on service changes and reviews taking place in other parts of the Authority in order to enable the overall property portfolio to reduce. The service reviews are outside the control of Property Group.	Action is being taken to address this through on-going work with service directorates to identify opportunities. The 2015-18 MTFP includes further savings to be delivered from asset rationalisation.
	123,326.7	-50,106.8	73,219.9	-1,333		
<b>Total S&amp;CS</b>	<b>140,239.4</b>	<b>-57,539.5</b>	<b>82,699.9</b>	<b>-2,051</b>		

## 2. CAPITAL

2.1 The Strategic and Corporate Services working budget for 2014-15 is £25,803k (which has now been updated to reflect the 2015-18 budget set by County Council on 12th February 2015). The forecast outturn against the 2014-15 budget is £26,135k giving a variance of +£332k.

2.2 Table 2 below details the Strategic and Corporate Services Capital Position by Budget Book line.

Budget Book Heading	Three year cash limit per budget book 14-15 (£000)	2014-15 Working Budget (£000)	2014-15 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status <sup>1</sup>	Explanation of Project Status	Actions
<b>Rolling Programmes</b>									
Corporate Property	5,300	2,650	0				Green		
Strategic Capital									
Disposal Costs	750	250	300	300	Real: capital receipts	Increased forecast reflects the capitalisation of security costs to protect the value of KCC assets.	Amber	Amber status reflects increased forecast.	
Modernisation of Assets	5,626	3,093	200	200	Rephasing: prudential	Reflecting revised forecast as per programme of works.	Green		

Budget Book Heading	Three year cash limit per budget book 14-15 (£000)	2014-15 Working Budget (£000)	2014-15 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status <sup>1</sup>	Explanation of Project Status	Actions
<b>Individual Projects</b>									
Building Information Modelling (BIM)	0	58	-58	-58	Rephasing: prudential		Green		
Connecting with Kent	282	651	0	0			Green		
Customer Relationship Management Solution	990	0	0	0			Amber	Amber until completion date agreed.	
Electronic Document Management Solution (EDMS) (Known as Electronic Document & Records Management (EDRM))	0	324	0	0			Green		
Enterprise Resource Programme	0	209	10	10	Rephasing: -£50k prudential Real: +£60k revenue		Green	The revised completion date of 30/06/2015 has been previously reported.	
Herne Bay Gateway	296	50	0	0			Green		
HR System Development	160	100	0	0			Green		
Innovative Schemes Fund	2,000	326	0	0			Green		

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LIVE Margate	2,656	1,700	0	0			Green		
New Ways of Working	12,400	14,238	0	0			Green		
Property Asset Management System	0	90	0	0			Green	The revised completion date of 31/03/2015 has been previously reported.	
Property Investment & Acquisition Fund	0	0	0	0			Green		
Swanley Gateway	490	770	-120	-120	Rephrasing: -£120k developer contributions	Contractor has identified additional works and is seeking extension of time.	Green	The revised completion date of 30/06/2015 has been previously reported.	
Sustaining Kent - Maintaining the Infrastructure	0	1,054	0	0			Green	The revised completion date of 31/01/2015 has been previously reported.	
Web Redevelopment Programme	412	240	0	0			Green		
Winter Gardens Rendezvous site	100	0	0	0					
<b>S&amp;CS Directorate Total</b>	<b>31,462</b>	<b>25,803</b>	<b>332</b>	<b>332</b>					

## 1. Status:

Green – on time and within budget

Amber – either delayed completion date or over budget

Red – both delayed completion and over budget