

Appendix B: Directorate Outturn

B1. PEOPLE DIRECTORATE

The Directorate Summary shows the performance against budget and how this has moved since Quarter 3. Directorate functional budgets were set before the onset of Covid-19 and were not revised in year given the uncertain context. This means the “variance” against budget is in many cases expected. The variance is broken down arbitrarily between Covid and other factors. Where a budget has an underspend then Officers may request a budget is carried forward to be used next year or put into earmarked reserves so it can be used for a specific purpose in the future. The “Ref” column indicates further information behind variances - found below. The commentary is not exhaustive.

Function	Ref	Revised Budget	Q3 Forecast	Outturn	Outturn variance to Budget	Outturn Variance Covid-19 Related	Outturn Variance Other	Budget carry forward	Transfers to reserves
Directorate Management	1.1	1,688,800	1,829,200	1,842,600	153,800	176,700	(22,900)		
Business Intelligence		147,900	147,700	136,600	(11,300)		(11,300)		
Total Directorate Costs		1,836,700	1,976,900	1,979,200	142,500	176,700	(34,200)	0	0
Public Health	1.2	101,500	34,500	(54,700)	(156,200)		(156,200)		156,200
BCF Programme Support	1.3	96,000	93,200	86,000	(10,000)	6,300	(16,300)		
BCF Unified Prevention		394,000	346,600	348,000	(46,000)		(46,000)		209,900
BCF Holistic Management of Health & Wellbeing		956,000	944,000	923,500	(32,500)	53,100	(85,600)		
BCF Hospital Flows		999,000	978,800	987,000	(12,000)		(12,000)		
Adults and Health (Ringfenced)		2,546,500	2,397,100	2,289,800	(256,700)	59,400	(316,100)	0	366,100
Non BCF Contract & Procurement	1.4	469,700	434,300	402,400	(67,300)		(67,300)		
ASC Community Inclusion	1.5	1,004,100	1,144,000	1,186,100	182,000	200,200	(18,200)		
ASC Prevention & Safeguarding	1.6	176,100	25,100	23,500	(152,600)	3,000	(155,600)		
ASC Prevention & Safeguarding - Staffing		267,600	271,300	288,500	20,900	14,100	6,800		
ASC Housing		163,700	145,400	180,800	17,100	47,790	(30,690)		102,000

Function	Ref	Revised Budget	Q3 Forecast	Outturn	Outturn variance to Budget	Outturn Variance Covid-19 Related	Outturn Variance Other	Budget carry forward	Transfers to reserves
ASC Support & Review - Daycare	1.7	199,100	16,400	12,900	(186,200)		(186,200)		
ASC Support & Review - Direct Payments	1.8	806,100	936,300	921,900	115,800		115,800		
ASC Support & Review - Homecare	1.9	1,919,700	1,805,100	1,793,200	(126,500)	19,700	(146,200)		
ASC Community Income	1.10	(323,700)	(393,900)	(409,300)	(85,600)		(85,600)		
ASC Support & Review - Other	1.11	441,500	416,900	374,900	(66,600)		(66,600)		63,900
ASC Support & Review - Residential & Nursing	1.12	3,445,900	3,527,300	3,250,500	(195,400)		(195,400)		
ASC Support & Review - Staffing	1.13	515,500	497,300	489,700	(25,800)		(25,800)		
ASC Hospital & Reablement		439,400	466,900	417,000	(22,400)	50,000	(72,400)		
Adults and Health (Non Ringfenced)		9,524,700	9,292,400	8,932,100	(592,600)	334,790	(927,390)	0	165,900
Safeguarding		348,700	330,600	334,200	(14,500)		(14,500)		
Referral, Assessment and Intervention Service	1.14	222,800	308,200	268,400	45,600	49,100	(3,500)		
Permanency and Protection Service	1.15	514,000	655,900	614,200	100,200	78,000	22,200		
Fostering, Adoption and Care Leaver Service	1.16	1,918,800	2,124,700	1,988,000	69,200		69,200		
Early Intervention - Targeted Intervention	1.17	1,286,000	1,099,000	1,067,000	(219,000)		(219,000)		
Early Intervention - SEND & Inclusion		393,600	394,800	372,100	(21,500)		(21,500)		
Early Intervention - Universal and Partnership	1.18	326,600	252,900	261,000	(65,600)		(65,600)		
Children's		5,010,500	5,166,100	4,904,900	(105,600)	127,100	(232,700)	0	0

Function	Ref	Revised Budget	Q3 Forecast	Outturn	Outturn variance to Budget	Outturn Variance Covid-19 Related	Outturn Variance Other	Budget carry forward	Transfers to reserves
Schools & Early Years		221,500	180,700	211,800	(9,700)		(9,700)	27,000	
Rutland Adult Learning & Skills Service (RALSS)	1.19	(1,400)	45,000	26,600	28,000		28,000		20,000
Learning and Skills		220,100	225,700	238,400	18,300	0	18,300	27,000	20,000
Total People - GF (Ringfenced)		2,546,500	2,397,100	2,289,800	(256,700)	59,400	(316,100)	0	366,100
Total People - GF (Non Ringfenced)		16,592,000	16,661,100	16,054,600	(537,400)	638,590	(1,175,990)	0	0
Total People		19,138,500	19,058,200	18,344,400	(794,100)	697,990	(1,492,090)	27,000	552,000

Figures shown in brackets denotes surplus position

- 1.1. At Directorate Management there have been some key changes with the Strategic Director acting as Interim Chief Executive which has given an underspend. This has been more than offset by an overspend in Children's due to Agency managers supporting with Covid-19, Ofsted Improvement work support and other management staff changes.
- 1.2. Public Health underspend mainly due to reduced demand for sexual health and health checks during covid restrictions. This underspend has to be transferred to the public health reserve and used for future public health work.
- 1.3. The BCF agenda has seen a change of emphasis during the last financial year with the focus being on the Pandemic Response. This has resulted in a number of the BCF schemes not being delivered. The under spend has to be transferred to reserves to be used on future BCF projects.
- 1.4. The Contract and Procurement underspend mainly relates to vacancy savings which have now been filled.
- 1.5. The Community Inclusion Team has been significantly affected by the Pandemic. They have delivered a service and had to manage self-isolation working within strict client/staff bubbles. With the use of agency staff to cover sickness and loss of income from external users (Leicestershire County and health contributions) net spend has increased.
- 1.6. The Prevention and Safeguarding Service has seen a reduction in demand for respite due to fears of COVID in respite settings. Many of the service users would be classified as 'vulnerable' and have been following guidance to stay at home, which has resulted in an under-budget position.

- 1.7. Day care provision has been suspended while Covid restrictions are in place. Future service provision is being reviewed as part of future Budget savings work.
- 1.8. Increased demand for direct payments as service users opt for different methods for the delivery of their packages of care. As a result, there has been a decrease in expenditure within the Homecare budget.
- 1.9. Homecare saving mainly due to less demand from older people, as well as contributions from the CCG under the Early Discharge arrangements (c£300k) which resulted in more people being discharged from hospital to free up bed space to support the pandemic response. Some of the c£300k funded costs which would have normally been picked up by the Council in normal circumstances.
- 1.10. Greater number of service users financially assessed as being able to self-fund their care means the Council gets a greater income contribution towards the cost of care.
- 1.11. ASC Other includes iBCF which is part of the wider BCF programme forms part of this function. As with 1.3 the BCF programme has been impacted by the pandemic response with the iBCF also being transferred to reserves to support the delivery of the BCF programme in future years.
- 1.12. Underspend in relation to residential care mainly relates to Learning Disability Residential Care where the conclusion of a legal case concerning a high cost package of care saw the cost of care being transferred to another Local Authority.
- 1.13. The ASC Support and Review Staffing team has seen a higher than normal staff turnover at the start of the financial year, this settled down towards the end of the year with all vacancies filled.
- 1.14. Overspend on Contact and Referral Team due to agency cover within the team to support the pandemic response.
- 1.15. The main reason for the overspend in the Permanency and Protection Service is due to agency staff to support the pandemic response.
- 1.16. The Fostering and Adoption Service has seen a new High Cost Placement (£88k) during the year. The pressure has been reduced due to a small reduction in support to some care leavers.
- 1.17. The Targeted Intervention service underspend is a result of the following issues
 - a) The number of cases in residential care has reduced from 4 to 1 during the year (£111k)
 - b) Children's Centre switched to online provision during lockdown (£56k)

c) Aiming High Provision taking place virtually due to Covid-19 (£28k)

d) Vacancies within the team (£26k)

1.18. The Early intervention and Partnership Service underspends are mainly due to restrictions in relation to the pandemic with the service being operated remotely.

1.19. RALS has seen a reduction in course fee income due to Covid and the College being closed in line with Government Guidelines.

B2. PLACES BUDGET MONITORING SUMMARY

Function	Ref	Revised Budget	Q3 Forecast	Q4 Outturn	Q4 Outturn Variance to Budget	Outturn Variance Covid-19 Related	Outturn Variance Other	Budget C/fwd	Transfer to earmarked reserves
Directorate Management	2.1	224,700	122,700	122,981	(101,719)	12,235	(113,954)		
Development Control		195,300	273,800	179,286	(16,015)	17,110	(33,125)		
Drainage & Structures		210,700	210,000	187,139	(23,561)	0	(23,561)		
Emergency Planning		35,200	33,500	33,475	(1,725)	0	(1,725)		
Crime Prevention	2.2	145,800	115,700	109,665	(36,135)	0	(36,135)		
Environmental Maintenance	2.3	1,165,000	1,400,400	1,360,666	195,666	13,167	182,499		
Forestry Maintenance		103,400	110,000	104,063	663	0	663		
Highways Capital Charges		1,720,200	1,720,200	1,720,200	0	0	0		
Highways Management	2.4	191,900	346,100	327,011	135,111	195,140	(60,029)	50,000	
Commissioned Transport	2.5	1,800,900	1,877,200	1,843,783	42,883	103,863	(60,980)		
Lights Barriers Traffic Signals		134,300	128,700	123,025	(11,275)	0	(11,275)		
Parking	2.6	(307,300)	129,500	125,010	432,310	459,681	(27,371)		
Pool Cars & Car Hire		111,400	95,500	91,627	(19,773)		(19,773)		
Public Protection		387,800	403,400	402,019	14,219	14,448	(229)		
Public Rights of Way	2.7	94,600	66,900	41,860	(52,740)	0	(52,740)		
Public Transport	2.8	859,500	754,300	744,988	(114,512)		(114,512)		
Road Maintenance	2.9	414,100	326,000	262,183	(151,917)	0	(151,917)		
Transport Management	2.10	387,600	403,600	340,253	(47,347)	2,415	(49,762)		
Waste Management	2.11	2,479,100	2,640,500	2,714,765	235,665	115,600	120,065	48,590	
Winter Maintenance	2.12	268,700	268,700	300,770	32,070	0	32,070		
Planning Policy	2.13	621,500	657,500	404,769	(216,731)	25,493	(242,224)	209,600	
Tourism		16,200	16,200	13,815	(2,385)	0	(2,385)		
Health & Safety	2.14	70,000	40,900	37,389	(32,611)	0	(32,611)		
Property Services	2.15	1,145,100	1,037,600	950,913	(194,188)	0	(194,188)		194,000
Building Control		(38,100)	(36,400)	(36,539)	1,561	0	1,561		

Function	Ref	Revised Budget	Q3 Forecast	Q4 Outturn	Q4 Outturn Variance to Budget	Outturn Variance Covid-19 Related	Outturn Variance Other	Budget C/fwd	Transfer to earmarked reserves
Commercial & Industrial Properties		(271,000)	(135,700)	(291,286)	(20,286)	0	(20,286)		20,000
Economic Development	2.16	166,700	111,800	114,434	(52,266)	5,442	(57,708)		
Culture & Registration Services	2.17	115,800	204,800	179,691	63,891	102,853	(38,962)		2,244
Libraries		483,700	477,700	461,639	(22,061)	0	(22,061)		
Museum Services	2.18	406,800	449,900	436,007	29,207	37,551	(8,344)		2,860
Sports & Leisure Services	2.19	89,500	289,400	271,062	181,562	210,599	(29,037)	33,100	1,100
Total Places		13,429,100	14,540,400	13,676,662	247,562	1,315,597	(1,068,035)	341,290	220,204

Figures shown in brackets denotes surplus position

- 2.1. The Directorate Management underspend relates to the Deputy Director Post which has been vacant throughout the year.
- 2.2. The underspend is due to a vacancy being held (£25k) and Crime and Disorder costs incurred covered by Police Grant funding received in year.
- 2.3. Environmental Maintenance adjusted the grounds maintenance contract to incorporate Rural Grass Verges and 2 full width Cuts. The Head of Service post has also been vacant and has been covered by Agency interim cover costing £89k. These overspends have been partly mitigated by an increase in Cemetery income of £31k.
- 2.4. The overspend within Highways Management is down to additional agency costs to cover the highways managers post (c£44k), maternity cover for the highways engineer (c£30k) and the employment of an additional highways engineer (c£23k) to support economic recovery during lockdown. There have been income losses from road adoption income, road closures for works, Licensing and Traffic Regulation Orders (c£171k). A budget carry forward is requested for the Highways Maintenance Contract (£50k).
- 2.5. Home to school & post 16 transport pressures due to Covid cleaning costs and additional services to allow for social distancing £108k. This cost has been partly mitigated by reduced demand in Adult Social Services and Looked After Children transport of £22k, Transport Fleet fuel and salary savings £38k.

- 2.6. Parking Services has seen a severe drop in income given the periods of lockdown and a decision was made to give free parking in December to encourage shoppers. There was a vacant post, £27k, held throughout the year. Some lost parking income can be reclaimed as per Appendix C2.
- 2.7. The underspend on Public Rights of Way is due to bridges works now funded from capital rather than revenue and delays in delivering small projects on a much larger capital programme funded through additional Government grant.
- 2.8. Public Transport has seen a drop in passenger numbers throughout the pandemic which has resulted in a drop in demand for Concessionary Transport.
- 2.9. An additional £1.295m capital funding for Road Maintenance was approved in September 2020 (Report No 91/2020). The new funding created a saving on the revenue contribution towards the Tarmac overheads costs with a higher percentage being capitalised.
- 2.10. Savings from a vacant post (£27k) plus a reduced service offer during the pandemic with a limited running of educational programmes and projects e.g. Community Speed Watch £24k.
- 2.11. £49k underspend in respect of waste retendering consultancy costs which will be carried forward into 21/22 as the project continues. Of the £284k overspend £169k predominantly relates to increased residual waste tonnages and increased Dry Mixed Recycling (DMR) gate fees and £115k relates to increased costs with operating the civic amenity site under pandemic restrictions.
- 2.12. The Winter Maintenance overspend is due to the severe weather experienced in late December. Additional resources were deployed and a decision was made to order a mid-season restock of salt. This followed DfT guidance that mid-season restocks should be made in a timely manner to allow for delays due to Covid pressures.
- 2.13. The underspend in relation to Planning Policy arise from delays in the inspection of the Local Plan. The underspend has been requested to be carried forward to support the Local Plan process going forward.
- 2.14. The service is now delivered in house which has resulted in lower costs. The budget for 2021/22 has been realigned to reflect service operations.
- 2.15. Property Services underspend due to staff vacancies (£37k), and £68k savings on operating costs (utilities, cleaning) of buildings due to less occupation and £90k of repair works delayed due to resource being diverted to support the vaccination/testing centres.
- 2.16. One member of staff has reduced their hours and one Economic Development Officer was seconded to Leicestershire County Council to support the pandemic response and was not backfilled.

- 2.17. Cultural and registration Services have been hit by Covid with lost income at registrars accounting for the majority of the variance. This was partially offset by salary savings from Registrars not conducting weddings.
- 2.18. Castle hire impacted by wedding cancellations as well as other cultural functions. Records Office have seen increased fees by £15k (to meet Covid restrictions) partly mitigated by Castle and Museum operating cost savings. The £2.8k relates to the Community Cinema ring fenced funding which will be transferred to a reserve and drawn down when required in future years.
- 2.19. Catmose Sports Centre losses due to Covid-19 operating restrictions £172k subsidised by the Council and other Sports Centre hire £39k. The under spend is mainly due to the timing of the Leisure Contract consultancy input and will be carried forward as the project continues. The £1.1k relates to ring fenced contributions to the Local Sports Alliance to be transferred to a reserve and drawn down when required in future years.

B3. RESOURCES BUDGET MONITORING SUMMARY

The Directorate Summary shows the performance against budget and how this has moved since Quarter 3. Directorate functional budgets were set before the onset of Covid-19 and were not revised in year given the uncertain context. This means the “variance” against budget is in many cases expected. The variance is broken down arbitrarily between Covid and other factors. Where a budget has an underspend then Officers may request a budget is carried forward to be used next year or put into earmarked reserves so it can be used for a specific purpose in the future. The “Ref” column indicates further information behind variances and can be found below. The commentary is not exhaustive.

Function	Ref	Revised Budget	Q3 Forecast	Outturn	Total variance to current budget	Variance Covid-19 Related	Non-Covid Variance	Budget C/fwds	Transfers to Reserves
Chief Executives Office		253,200	281,800	244,600	(8,600)	16,300	(24,900)		
Directorate Management		306,400	304,800	304,500	(1,900)	30,400	(32,300)		
Communications	3.1	297,300	310,300	307,300	10,000	152,700	(142,700)		
Corporate Costs		157,000	151,500	167,100	10,100	0	10,100		
Pensions		796,200	791,200	784,200	(12,000)	0	(12,000)		
Audit Services	3.2	157,300	180,900	192,700	35,400	35,400	0		
Insurance		263,800	257,700	247,200	(16,600)	0	(16,600)		
Accountancy & Finance		631,500	612,000	630,100	(1,400)	16,900	(18,300)		
Information Technology	3.3	1,458,800	1,609,800	1,576,600	117,800	135,100	(17,300)		
Business Support Services	3.4	817,100	718,400	679,200	(137,900)	0	(137,900)		
Members Services		270,200	260,400	259,100	(11,100)	0	(11,100)		
Customer Services Team	3.5	407,000	255,400	255,500	(151,500)	0	(151,500)	150,000	
Elections	3.6	123,400	126,500	76,000	(47,400)	0	(47,400)		

Legal & Governance	3.7	580,700	729,200	696,700	116,000	15,800	100,200		
Human Resources	3.8	510,300	466,800	449,400	(60,900)	13,100	(74,000)		
Revenues & Benefits		401,200	379,100	398,000	(3,200)	41,923	(45,123)		
Financial Support		40,000	35,000	26,400	(13,600)	5,000	(18,600)		
Total Resources Directorate		7,471,400	7,470,800	7,294,600	(176,800)	462,623	(639,423)	150,000	0

Figures shown in brackets denotes surplus position

- 3.1. The Communications Team was, for large parts of the year, dedicated to the pandemic response. The Covid element reflects the time spent by the team on responding to the pandemic as opposed to business as usual.
- 3.2. The annual cost of the audit has increased due to the Pandemic and the need to move all audits to remote audits. The additional cost represents the additional time taken to audit and investment in technology.
- 3.3. The additional costs relate to the councils switching to remote working during the pandemic. The costs can be split into 3 main areas hardware £35k, maintenance agreements £45k and mobile phones £37k.
- 3.4. The underspend of £138k can be split into 2 areas
- e) Vacancy Management £75k
 - f) Reduction in printing, postage & stationary £63k due to moving to remote working as a result of the pandemic
- 3.5. The underspend on Customer Services relates to the Customer Services Improvement programme not progressing due to the need for the service to support the Councils pandemic response. This funding is proposed to be carried forward and will be used to support move to Digital First and other CSI.
- 3.6. Elections have underspent due to receiving the Individual Electoral Registration Grant.
- 3.7. The Legal budget is volatile and costs associated with Adult Social Care cases, SEN tribunal claims, Children's social care cases and Planning Litigation are increasing. In particular, some complex Children's social care cases have incurred high costs. Q3 and Q4 showed a reduction in the use of external Solicitors following a service review with the new Solicitor in post. There was a pressure due to a temporary Democratic Services Officer (£15k) required due to Covid

- 3.8. The Human Resources has held vacancies throughout the year until a service review could be completed which has resulted in an underspend of £29k. The review has been completed and revised structure will be in place for 21/22. The training budget was also underspent by £12k and is identified as a budget saving for 21/22.

