

ISLE OF ANGLESEY COUNTY COUNCIL

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| REPORT TO: | EXECUTIVE COMMITTEE |
| DATE: | 19 FEBRUARY 2018 |
| SUBJECT: | REVENUE BUDGET MONITORING, QUARTER 3 2017/18 |
| PORTFOLIO HOLDER(S): | COUNCILLOR JOHN GRIFFITH |
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| LOCAL MEMBERS: | n/a |

A - Recommendation/s and reason/s

1. In February 2017, the Council set a net budget for 2017/18 with net service expenditure of £126.157m to be funded from Council Tax income, NDR and general grants. An additional £0.490m was approved for expenditure on schools, which was to be funded from Council reserves. The total budget approved for 2017/18 is, therefore, £126.647m.
2. The budget for 2017/18 included required savings of £2.444m. This includes £490k of savings for Learning which will be funded by reserves as agreed by Council. The revised amount of savings for 2017/18 is £1.954m. These have been incorporated into the individual service budgets and achievement or non-achievement of these is reflected in the net (under)/overspends shown.
3. This report sets out the financial performance of the Council's services at the end of Quarter 3, which relates to the period 1 April 2017 to 31 December 2017. The projected position for the year as a whole is also summarised.
4. The overall projected financial position for 2017/18, including Corporate Finance and the Council Tax fund, is an overspend of £1.624m. This is 1.29% of the Council's net budget for 2017/18.
5. It is recommended that:-
 - (i) To note the position set out in Appendices A and B in respect of the Authority's financial performance to date and expected outturn for 2017/18;
 - (ii) To approve a transfer of any underspend on Maritime to an earmarked reserve to fund the repainting of the Beaumaris Pier;
 - (iii) To note the summary of Contingency budgets for 2017/18 detailed in Appendix C;
 - (iv) To note the position of the invest to save programmes in Appendix CH;
 - (v) To note the position of the efficiency savings 2017/18 in Appendix D;
 - (vi) To note the monitoring of agency and consultancy costs 2017/18 in Appendices DD, E and F.

B - What other options did you consider and why did you reject them and/or opt for this option?

n/a

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| C - Why is this a decision for the Executive? | | |
| This matter is delegated to the Executive. | | |
| CH - Is this decision consistent with policy approved by the full Council? | | |
| Yes | | |
| D - Is this decision within the budget approved by the Council? | | |
| Yes | | |
| DD - Who did you consult? | | What did they say? |
| 1 | Chief Executive / Strategic Leadership Team (SLT) (mandatory) | |
| 2 | Finance / Section 151 (mandatory) | n/a– this is the Section 151 Officer’s report |
| 3 | Legal / Monitoring Officer (mandatory) | TBC |
| 4 | Human Resources (HR) | |
| 5 | Property | |
| 6 | Information Communication Technology (ICT) | |
| 7 | Scrutiny | |
| 8 | Local Members | |
| 9 | Any external bodies / other/s | |
| E - Risks and any mitigation (if relevant) | | |
| 1 | Economic | |
| 2 | Anti-poverty | |
| 3 | Crime and Disorder | |
| 4 | Environmental | |
| 5 | Equalities | |
| 6 | Outcome Agreements | |
| 7 | Other | |
| F - Appendices: | | |
| <ul style="list-style-type: none"> • Appendix A - Revenue Budget Monitoring Report – Quarter 3, 2017/18 • Appendix B – Table of Forecast Revenue Outturn 2017/18 • Appendix C – Summary of Contingency Budgets 2017/18 • Appendix CH – Review of the Invest-to-Save projects 2017/18 • Appendix D - Review of Efficiency Savings 2017/18 • Appendix DD - Information regarding monitoring of Agency Staff 2017/18 • Appendix E - Information regarding monitoring of Consultants • Appendix F – Summary of Consultancy Expenditure Quarter 1 – 3 per department | | |
| FF - Background papers (please contact the author of the Report for any further information): | | |
| <ul style="list-style-type: none"> • 2017/18 Revenue Budget (as recommended by this Committee on 14 February 2017 and adopted by the County Council on 28 February 2017). | | |

REVENUE BUDGET MONITORING – QUARTER 3 2017/18**1. General Balance – Opening Position**

The Council had £13.357m of earmarked reserves and school reserves amounting to £2.089m at the start of the financial year. The final outturn for 2016/17 resulted in general balances at the start of the current financial year of £8.355m. The current balance at 31 December 2017 on the Council Fund General Reserve is £8.105m. This has reduced by £250k due to additional redundancy costs which will lead to efficiency savings as approved by the Executive on 17 July 2017. In addition, the Executive approved a transfer from general reserves of £123k during its meeting of 29 January 2018. This is to fund £28k for the removal of the Rovacabin and £95k to fund initial costs for a major road strengthening project at Beaumaris which is subject to regular subsidence during extreme weather. The current predicted outturn for 2017/18 is an estimated overspend of £1.642m. If this trend continues the Council general reserve is likely to reduce to £6.340m by the year-end. In addition, there may be a call against general balances for a dilapidations charge following the transfer of South Stack. The minimum balance of the general reserve has been set at £6m as approved by full Council on 28 February 2017.

2. Projected Financial Performance by Service

- 2.1** The details of the financial performance by service for the period and the projected out-turn position for each is set out in Appendix B. An overspend of £2.461m (2.26%) on services is predicted as at 31 March 2018. An improvement of £245k from Quarter 2. An underspend of £503k is estimated on Corporate Finance, an improvement of £172k from Quarter 2 due to underspends forecast on earmarked contingencies. In addition, a surplus of £334k is predicted on the collection of Council Tax, of which £247k is due to a surplus on the new Council Tax Premium. This is a reduction on the forecast surplus Council Tax reported for Quarter 2 of £450k. The current total revenue forecast for 2017/18 is an overspend of £1.624m, which is 1.29% of the Council's total net revenue budget. This is an improvement of £300k on the overspend of £1.924m (1.53%) reported at Quarter 2.
- 2.2** The table below summarises the significant variances (£100k or higher). The forecast takes no account of any further added pressures which may arise if the remainder of the winter weather is severe (highway winter maintenance, social care costs). It also excludes the impact of the severe floods which occurred in November 2017. Any costs arising from the floods relating to Council buildings will be funded by the insurance reserve, and costs relating to the repair of the Highways infrastructure will be funded by means of a Welsh Government grant and from general reserves. The most significant budgetary pressure on the Council is the cost of Corporate Parenting. The Children and Families Service is expected to overspend by £1.744m. This is a statutory demanded Service over which there is limited control.

**Summary of projected variances at 31 March 2018
based upon financial information as at 31 December 2017**

| | (Under) / Overspend £000 |
|--|---|
| Learning | 771 |
| Children and Families Services | 1,744 |
| Council Business | 257 |
| Corporate and Democratic costs | (264) |
| Corporate Finance and Benefits Granted | (503) |
| Council Tax Collection | (334) |
| Other (total of variances less than £100k) | (47) |
| Total Variance over/(under)spend | 1,624 |

3. Explanation of Significant Variances

3.1 Lifelong Learning

3.1.1 Central Education

3.1.1.1 This service was overspent by £567k (35.07%) at the end of Quarter 3. The forecast for the year-end is an overspend of £878k (31.23%). The significant areas of overspend are: out-of-county placements budget is estimated to overspend by £266k; School Transport is expected to overspend by £265k and other Central Education is forecast to overspend by £351k.

3.1.1.2 The overspend is an increase of £260k on that reported at Quarter 2. Out-of-county placements is estimated to increase by £41k due to statutory education obligations of children in specialist placements. The overspend on school meals is forecast to increase by £63k with the total overspend estimated to be £90k; £38k for Post 16 Learning Partnership previously funded through a growth bid and £142k of the overspend relates to potential one-off costs of establishing the new joint SEN Strategy and cost of the new Capita system.

3.1.1.3 The Service has secured an invest-to-save bid for the One Management system. Investment in this system is expected to reduce expenditure on taxis for future years. Joint working with the Procurement Service is also expected to bring efficiencies against the taxis budget.

3.1.2 Culture

3.1.2.1 This service was £41k (3.69%) underspent during the period, with the forecast out-turn for the year is an underspend of £107k (7.9%). The majority of the underspend (£90k) has arisen within the Library Service where vacancies remain unfilled until the final outcome of the review of libraries is known. An underspend of £17k is predicted on general budgets left over from the restructure of Libraries and Culture.

3.2 Adults Social Care

3.2.1 This service was £551k (3.17%) overspent for the period, with the forecast out-turn for the year as a whole being a predicted overspend of £59k (0.26%). The actual overspend to date will reduce from £551k following reduced anticipated demand in Quarter 4. There is also some grant income, reserves and contingencies to be applied in Quarter 4. The year-end projected overspend shows an improvement of £132k from the forecast overspend of £191k reported in Quarter 2.

3.2.2 The elements within the forecast out-turn variance are as follows:-

- Services for the Elderly: forecast underspend of (£230k);
- Physical Disabilities (PD): forecast overspend of £352k;
- Learning Disabilities (LD): forecast overspend of £304k;
- Mental Health (MH): forecast overspend of £106k;
- Provider Unit: forecast underspend of (£312k); and
- Management and Support: forecast underspend of (£161k).

3.2.3 The most significant budgetary pressures are in Physical Disabilities, Learning Disabilities and Mental Health Services. This is due to a small number of high cost specialist placements which are needed to meet the complexity of needs of these Service Users.

3.2.4 The Service has taken action to help offset the overspend by reducing expenditure in the areas it has more control over. The internal provider unit is forecasting an underspend of £312k and Management and Support are expected to underspend by £161k by year-end.

3.2.5 Approximately 59% of the Service's budget is demand-led. Work is continuously on going on predicting future costs of this demand-led budget. The year-end prediction at each month-end is based on the latest available information on each adult placement. This makes predicting the full-year position extremely difficult and can result in large swings from one period to the next.

3.2.6 Grant bids have been successfully made to Intermediate Care Funds to secure support in Learning Disabilities, specifically to support service users' progression to different, potentially less costly, services, offering better potential outcomes for individuals. In addition to this, the department is engaging on a period of co-production with providers of supported living services, with a view to changing how outcomes are met for individuals within this environment.

3.2.7 This year is a challenging year as a number of significant budget pressures have occurred including a reduction of Supporting People income and increases in supported living fees associated with terms and conditions. Additional pressures arising from the Living Wage requirements have been reduced as the Service has received the "Social Care Workforce Grant" which has supported the Service in funding these Living Wage cost pressures.

3.3 Children's Services

3.3.1 The service was overspent by £1,419k (21.51%) during the period and is projected to be overspent by £1,744k (21.70%) for the year as a whole. This includes a projected overspend of £1,834k on Looked-after-Children (LAC). The total overspend forecast for 2017/18 is a reduction of £155k from the overspend reported at Quarter 2. A reserve of £221k was earmarked for the service to extend the contracts of agency social workers. This has relieved the budgetary pressures on the service which were caused by agency costs. Increased internal income has also improved the out-turn on the Families Information Services.

3.3.2 The projections are based on:-

- A worst case assumption on the demand/costs for Looked After Children based on the service costs/demand/likely demand for the future;
- Assumptions relating to case decisions/developments. These are far from predictable and individual circumstances can, and do, change. Based on the information available at this point, and assumptions relating to case decisions/developments, a best possible projection has been made. The cost of LAC are, by nature, demand led and can vary between £3k - 10k per week in specialist provision.

3.3.3 The Local Authority has to meet the cost of court directed interventions e.g. parent and child residential/supported accommodation assessments, supervised contact and other specialist assessments, which are also unpredictable and demand-led. The Public Law Outline requires that these assessments are in place pre proceedings also, which is placing a demand on the team budgets.

3.3.4 Children's Services are currently going through a restructuring process where the focus will be on Early Intervention and Intensive Intervention. The focus of the new structure is on preventive work and supporting children to remain living at home safely. Additional resources provided for the Edge of Care project will support this, but this will take time. The significant increase in children being looked after by the Local Authority is the main reason why the Service is overspending. The Service has seen a 72% (47/81) increase in children who are subject to Full Care Orders over the last 3 years. The average annual cost for a residential placement is £220k .

3.3.5 To mitigate the overspend on these placements, the Service has implemented an action plan for 2017/18 which includes: reviewing children/young people currently in residential placements; aiming to increase placement options on the Island; supporting children to return home when it is safe to do so and reviewing funding approval for residential placements. Consent for all residential placements now requires the approval of the Head of Service.

3.4 Housing (Council Fund)

3.4.1 This service was underspent by £21k (1.42%) during the period. The service is expected to be within budget at the end of the financial year.

3.5 Regulation and Economic Development

3.5.1 Economic and Community (includes Maritime and Leisure)

- 3.5.1.1** The Service, overall, was underspent by £118k at the end of quarter 3 (7.05%). The service is projected to be overspent by £30k (1.55%) by 31 March 2018. This is an improvement on the forecast overspend of £110k predicted during Quarter 2.
- 3.5.1.2** The Economic Development element of the service is forecast to be underspent by £60k at year-end. There are underspends within staffing due to vacant posts and surplus recharge income from major programmes.
- 3.5.1.3** The Maritime section is expected to be underspent by £60k at year-end. This is due to the cancellation of the repainting of Beaumaris Pier as it is too expensive. However, the service is requesting that this be carried forward as an earmarked reserve to 2018/19 to help fund this work. A transfer to an earmarked reserve of £60k would result in the Maritime Service achieving a balanced budget.
- 3.5.1.4** The Leisure section is forecast to overspend by £90k at year-end; this is an improvement of £20k from Quarter 2. The leisure centres' income, including from cafes, continue to be a pressure as the service is finding it increasingly more difficult to achieve income targets. The figure is net of savings on outdoor areas, which are currently being transferred to outside bodies.

3.5.2 Planning and Public Protection

- 3.5.2.1** This service was £462k underspent (27.86%) during the period, £350k of this is due to surplus income from Major Developments. The total surplus income from major developments will be transferred to the Major Developments Earmarked Reserve similar to last year. This reserve will help the Council support major developments in the future. The service is projected to underspend by £60k (2.72%) at the year-end excluding the above mentioned major developments income. This is a reduction in the underspend of £97k predicted during Quarter 2. This is due to one-off pressures in Planning Control arising from consultancy costs £30k and minerals and waste costs £15k.
- 3.5.2.2** Most of the budgets within Planning and Public Protection are underspending slightly, with the exception of Planning Delivery Wales; Property & Environmental Grant (PEG); Countryside and Coast; Registrars and Markets, which are estimated to overspend slightly. The Planning Section is predicted to underspend by £11k overall by year-end. Public Protection is forecast to underspend by £49k for the financial year.

3.6 Highways, Waste and Property

3.6.1 Highways

- 3.6.1.1** This service was £347k (5.34%) overspent during the period and is projected to be £86k (1.31%) overspent by the year-end. This is a small reduction from the overspend of £100k predicted during Quarter 2. This excludes the impact of the floods and any further winter maintenance required.

3.6.1.2 There are a number of compensating over and underspends, with the most significant overspend being £102k on Maintenance Design and £200k on the new maintenance contract. The largest underspend is in Street Works, which is predicting an underspend of £170k.

3.6.2 Waste

3.6.2.1 The Waste service was £78k (1.35%) underspent at the end of this quarter and the service is predicted to underspend by £20k (0.32%) at the end of the financial year. This is £5k less than the underspend reported during Quarter 2.

3.6.2.2 The Electricity Generating Site at Penhesgyn continues to predict an underspend of £15k due to reduced expenditure on supplies and services. An underspend of £30k is forecast for Penhesgyn Transfer Station due to underspends on transport and premises costs. The underspend on Waste Disposal is forecast to increase from £30k in Quarter 2 to £50k in Quarter 3 due to reduced Waste disposal costs. This is due to an increase in recycling following the launch of the trolley boxes. Waste collection costs are predicted to overspend by £75k due to additional collection of waste for Recycling.

3.6.3 Property

3.6.3.1 Property Services overspent by £32k (3.19%) during the quarter. The Service is predicted to be underspent by £7k (0.61%) at year-end. This is a slight reduction of £4k from the underspend predicted at Quarter 2.

3.6.3.2 Repairs and Maintenance of the Council buildings are estimated to overspend by £30k, an improvement of £20k from last quarter. Rental income is now expected to be as budgeted compared to a surplus predicted during Quarter 2. All other budget headings are expecting small to moderate underspends with the exception of the office rationalisation residual costs, which is expected to overspend by £5k.

3.7 Transformation

3.7.1 The Transformation function overspent by £37k (1.29%) during the period. Transformation, in total, is expected to underspend by £99k (2.5%).

3.7.1.1 The ICT section's budgets are under pressure due to slipped commitments from 2016/17. The function continues to forecast an overspend of £100k at the end of the financial year.

3.7.1.2 The HR function is predicting an underspend of £30k at year-end. This is due to a predicted overspend of £10k on Occupational Health Services which is offset by an underspend of £40k due to vacant posts in the function. Previously the function predicted a balanced budget for the financial year.

3.7.1.3 The Corporate Transformation section is forecast to underspend by £169k at year-end due to vacancy management and savings on the Ynys Môn and Gwynedd Partnership. Last quarter, the function was forecast to underspend by £40k for 2017/18. The improvement is the result of increased information which helped predict the underspend on the Ynys Môn and Gwynedd Partnership during this quarter. The only area under pressure within Transformation is Cyswyllt Môn, which is estimated to overspend by £22k.

3.8 Resources (excluding Benefits Granted)

3.8.1 The Resources function budget showed an overspend of £11k (0.46%) by the end of the period. The function is predicted to overspend by £44k (1.57%) for the financial year. This is a slight increase from the overspend of £40k predicted for Quarter 2. This is due to budget pressures (£77k) in Revenues and Benefits section, such as an overspend on agency staff and lower than budgeted administration grants. Finance Management is due to overspend by £60k mainly due to a difficult to achieve savings target. Accountancy is predicted to underspend by £21k. Underspends on staffing in Accountancy will offset a number of budget pressures, the most significant of which is bank charges £24k and software £13k. The Procurement section is predicted to underspend by £58k due to vacancy management and procurement efficiency savings.

3.9 Council Business

3.9.1 The function is £190k (16.3%) overspent as at 31 December 2017 and an overspend of £257k (15.91%) is predicted for the financial year. This is an increase of £50k on the overspend of £207k reported for Quarter 2. An overspend of £300k is predicted on consultancy to cover temporary vacancies and external legal fees. The service has been unable to fill the posts from internal resources. The full cost of these are partly offset by an underspend of £75k on staffing and surplus land charges income amounting to £33k. The unbudgeted trade union post is also increasing budgetary pressures by £10k. Democratic Services is predicted to overspend by £55k compared with £5k predicted during the last quarter. The corresponding cost budget is spread across services which will be underspending by an equal amount. These budgets will be realigned in 2018/19.

3.10 Corporate and Democratic Costs

3.10.1 The function was underspent by £205k (11.33%) during the period. An underspend of £264k (13.74%) is projected at year-end. This is an increased underspend compared to the predicted underspend of £248k reported at Quarter 2 due to an increase in the underspend on Coroners' Fees. The total underspend is due to an estimated underspend in pension contributions to Gwynedd Council (£78k); pensions discounts of (£72k) which the Council secured by paying the 3 year fund deficit contribution as one lump sum rather than as a monthly payment. There is also reduced spend on Coroners' Fees (£69k). In addition, there is a return of (£28k) income previously provided for as bad debt and a one-off income of £44k was paid to the Council after the completion of the winding up of Cwmni Gwastraff Môn Arfon. A new budget pressure highlighted in the quarter is increased external audit fees, which amount to £25k.

3.11 Corporate Management

3.11.1 The function was £61k (11.04%) underspent at the end of this Quarter. An underspend of £80k (10.52%) is projected for the financial year due to savings arising from the restructuring of Strategic Management.

4. Corporate Finance (including Benefits Granted)

- 4.1** Corporate Finance including Benefits Granted, is expected to underspend by £503k (2.90%) at year-end. Benefits Granted is expected to underspend by £271k due to a reduction in the number of applicants receiving assistance under the Council Tax Reduction Scheme. A windfall of £84k following the 2015/16 Benefit Grant Audit will fund the shortfall of £80k in the DWP grant due to Homeless B & B rates exceeding the DWP allowance. An underspend of £208k is also projected on capital financing costs due to savings made from internal borrowing, delaying the refinancing of loans and selecting the lowest borrowing options which comply with the Treasury Management Strategy Statement 2017/18.
- 4.2** Appendix C summarises the financial position on contingency budgets at the end of this quarter. A total contingencies budget of £1.380m was approved as part of the 2017/18 budget. This included a £300k savings target from voluntary redundancies. A realistic forecast for the underachievement of £227k clawback of budget from voluntary redundancy savings continues to be forecast. A net £563k has been vired to/from services to fund specific projects, budgetary issues or to release savings from voluntary redundancies. £794km has been committed from contingencies and it is expected that the contingencies budgets excluding the savings target will underspend by £251k. The Salary and Grading contingency is forecast to overspend by £238k due to a higher than anticipated number of staff receiving redundancy payments. This is in addition to the £250k already approved and funded from the General Reserve for redundancy related costs. However, there is a projected underspend of £432k on the Earmarked Contingencies for Social Services due to delays in the Edge of Care Project and effective budget management in Adults Services. Underspends are also forecast on County Elections (£53k) and General Contingencies (£40k). When the unachieved savings target of £227k is applied, the total underspend is reduced to £23k.

5. Collection of Council Tax

- 5.1** The Council Tax Fund budget is determined using the estimated collectable debt for the current year only, based on the tax base figure set in November 2016. It does not provide for arrears collected from previous years, adjustments to liabilities arising from previous years (exemptions, single person discounts etc.), changes to the current year's tax-base or the provision for bad and doubtful debts. These changes cannot be estimated and, invariably, lead to a difference between the final balance on the Council Tax Collection Fund and the original budget. The current projection is that the Council Tax Fund will overachieve the target figure by £87k. In addition, the Council Tax Premium budget, which is an additional Council Tax charge on second homes on Anglesey since 1 April 2017, may potentially overachieve its budget target by £247k. In total, therefore, a surplus of £334k is forecast on the collection of Council Tax.

6. Budget Savings 2017/18

- 6.1** Budget savings of £1.954m were removed from service budgets for 2017/18 with an additional £300k of savings to be found from voluntary redundancies, which is mentioned above. It is anticipated that £1.646m have, or will be, fulfilled by the year-end. However, £308k may potentially not be achieved. The most significant savings shortfall is expected in Learning which is predicted to underachieve on the target by £169k due to the delay in agreeing the reduction in cleaning hours and the failure to transfer Melin Llynonn. A full detailed analysis can be seen for each Service in Appendix D.

7. Invest-to-Save

7.1 An invest to save programme was undertaken in 2016/17 with an allocation of £983k for individual projects. To date, £194k has been spent or committed from this allocation of funding during 2017/18. All projects are at various stages of development, with some closer to completion than others. The full detail of the expenditure and progress on each of the programmes can be seen in Appendix CH. Where the projects are not completed at year-end they will continue into 2018/19 and the funding will still be available within the invest-to-save reserve.

8. Agency and Consultancy Costs

8.1 During the year to date, £951k was spent on Agency staff. These were, in the main, part-funded from staffing budgets as they related to staff illness cover, while £587k was related to staff cover within Children's Services mainly while the service undergoes a restructure. Resources spent £150k on agency staff. The majority of this relates to £47k for debt recovery staff to increase the income collected by the Authority and £53k for the Northgate Payroll and HR project, which is funded from a specific reserve. The Waste Service spent £187k for site agents at the recycling centres. The majority of this, 63%, is funded by external grant. The full details can be seen at Appendix DD.

8.2 Expenditure on consultancy during Quarter 3 was £746k, with £377k of this funded externally from grants or contributions. The total expenditure on consultancy between 1 April 2017 to 31 December 2017 is £1.653m. There are a number of reasons for the use of consultants and the full details of the expenditure can be seen at Appendix E.

8.3 A summary of expenditure for every department per Quarter can be seen at Appendix F.

9. Conclusion

9.1 A total overspend of £1.624m is projected for the year-ending 31 March 2018. This is an improvement on of £300k from Quarter 2. £2.461m of this is on service budgets, which are made up of a number of over and underspends. The Services that are still experiencing significant budgetary pressures are similar to 2016/17 (Children and Families Service and Learning). The Heads of Service are aware of the issues and are working to reduce the level of overspending which is within their control at the year-end. Corporate Finance is expected to underspend by £0.503m and Council Tax, which includes the Council Tax Premium, is forecast to collect a surplus of £0.334m. The overall overspend is, therefore, reduced to £1.624m. The projected level of overspend is 1.29% of the Council's net budget. There is concern about the impact of this level of overspend on general balances should the overspend materialise. However, the general balances are currently sufficient enough to sustain the overspend without impeding on the minimum level target of £6m set by the full Council on 28 February 2017.

9.2 Forecasts are subject to change as new information becomes available. However, with regular scrutiny from SLT and if remedial action is taken by Heads of Services, these will help the services manage within the budgets they can control.

Projected Revenue Outturn for the Financial Year Ending 31 March 2018 – Quarter 3

| Service/Function | 2017/18 Annual Budget | Q3 2017/18 Budget Year to Date | Q3 Actual & Committed spend | Q3 2017/18 Variance | Q3 Estimated Expenditure to 31 March 2018 | Q3 Estimated Outturn 31 March 2018 over/(under) | Q2 Estimated Outturn 31 March 2018 | Q1 Estimated Outturn 31 March 2018 | 2017/18 Projected Over/(Under)spend as a % of Total Budget |
|--|-----------------------|--------------------------------|-----------------------------|---------------------|---|---|------------------------------------|------------------------------------|--|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| Lifelong Learning | | | | | | | | | |
| Delegated Schools Budget | 44,021 | 33,848 | 33,848 | (0) | 44,021 | 0 | 0 | 0 | 0.00% |
| Central Education | 2,811 | 1,618 | 2,185 | 567 | 3,689 | 878 | 618 | 618 | 31.23% |
| Culture | 1,355 | 1,117 | 1,076 | (41) | 1,248 | (107) | (70) | 20 | (7.90%) |
| | | | | | | | | | |
| Adult Services | 22,456 | 17,390 | 17,941 | 551 | 22,515 | 59 | 191 | 299 | 0.26% |
| | | | | | | | | | |
| Children's Services | 8,035 | 6,596 | 8,015 | 1,419 | 9,779 | 1,744 | 1,899 | 2,106 | 21.70% |
| | | | | | | | | | |
| Housing | 1,036 | 1,462 | 1,441 | -21 | 1,036 | 0 | 0 | 0 | 0.00% |
| | | | | | | | | | |
| Highways, Waste & Property | | | | | | | | | |
| Highways | 6,567 | 6,499 | 6,846 | 347 | 6,653 | 86 | 100 | 3 | 1.31% |
| Property | 1,143 | 1,019 | 1,051 | 32 | 1,136 | (7) | -11 | -33 | (0.61%) |
| Waste | 6,294 | 5,756 | 5,679 | (78) | 6,274 | -20 | -25 | 30 | (0.32%) |
| | | | | | | | | | |
| Regulation & Economic Development | | | | | | | | | |
| Economic Development | 1,942 | 1,679 | 1,561 | (118) | 1,972 | 30 | 110 | 80 | 1.55% |
| Planning and Public Protection | 2,202 | 1,657 | 1,195 | -462 | 2,142 | -60 | -97 | -14 | -2.72% |
| | | | | | | | | | |
| Transformation | | | | | | | | | |
| Human Resources | 1,204 | 903 | 888 | (15) | 1,174 | (30) | 0 | 0 | (2.49%) |
| ICT | 1,746 | 1,312 | 1,459 | 147 | 1,846 | 100 | 100 | 100 | 5.73% |
| Corporate Transformation | 935 | 641 | 547 | (95) | 766 | (169) | (30) | 0 | (18.07%) |
| | | | | | | | | | |
| Resources | 2,797 | 2,387 | 2,398 | 11 | 2,841 | 44 | 40 | 32 | 1.57% |
| | | | | | | | | | |

| Service/Function | 2017/18 Annual Budget | Q3 2017/18 Budget Year to Date | Q3 Actual & Committed spend | Q3 2017/18 Variance | Q3 Estimated Expenditure to 31 March 2018 | Q3 Estimated Outturn 31 March 2018 over/(under) | Q2 Estimated Outturn 31 March 2018 | Q1 Estimated Outturn 31 March 2018 | 2017/18 Projected Over/(Under)spend as a % of Total Budget |
|---|-----------------------|--------------------------------|-----------------------------|---------------------|---|---|------------------------------------|------------------------------------|--|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| Council Business | 1,615 | 1,168 | 1,359 | 190 | 1,872 | 257 | 207 | 50 | 15.91% |
| Corporate & Democratic costs | 1,922 | 1,811 | 1,606 | (205) | 1,658 | (264) | (248) | (172) | (13.74%) |
| Corporate Management | 761 | 556 | 494 | (61) | 681 | -80 | (80) | (70) | (10.52%) |
| Total Service Budgets | 108,843 | 87,421 | 89,589 | 2,168 | 111,304 | 2,461 | 2,706 | 3,049 | 2.26% |
| Levies | 3,335 | 3,335 | 3,332 | -3 | 3,335 | 0 | 0 | 0 | 0.00% |
| Discretionary Rate Relief | 60 | 0 | 0 | 0 | 60 | 0 | 0 | 0 | 0.00% |
| Capital Financing | 8,158 | 3,867 | 3,746 | (120) | 7,950 | (208) | (194) | (235) | (2.55%) |
| General & Other Contingencies | 1,045 | 1,045 | 794 | (251) | 794 | (251) | (213) | 0 | (24.01%) |
| Corporate Savings | (227) | (227) | 0 | 227 | 0 | 227 | 227 | 150 | (100.00%) |
| Support Services contribution HRA | (678) | 0 | 0 | 0 | (678) | 0 | 0 | 0 | 0.00% |
| Benefits Granted | 5,622 | 698 | 684 | (14) | 5,351 | (271) | (152) | (149) | (4.82%) |
| Total Corporate Finance | 17,314 | 8,716 | 8,556 | (160) | 16,812 | (503) | (331) | (234) | (2.90%) |
| Total 2017/18 | 126,157 | 96,137 | 98,145 | 2,008 | 128,115 | 1,958 | 2,374 | 2,815 | 1.55% |
| Funding | | | | | | | | | |
| NDR | (23,002) | (15,920) | (15,925) | (5) | (23,002) | 0 | 0 | 0 | 0.00% |
| Council Tax | (32,941) | 0 | 0 | 0 | (33,028) | (87) | (189) | (348) | 0.26% |
| Council Tax Premium | (564) | 0 | 0 | 0 | (811) | (247) | (261) | (347) | 43.71% |
| Revenue Support Grant | (69,650) | (48,205) | (48,219) | (15) | (69,650) | 0 | 0 | 0 | 0.00% |
| Total Funding 2017/18 | (126,157) | (64,124) | (64,144) | (19) | (126,491) | (334) | (450) | (695) | 0.26% |
| Total out-turn including impact of funding | 0 | 32,012 | 34,001 | 1,989 | 1,624 | 1,624 | 1,924 | 2,119 | 1.29% |

SUMMARY OF THE FINANCIAL POSITION ON CONTINGENCY BUDGETS 2017/18 AS AT QUARTER 3

| | Original Budget | Virements | Amended Budget | Committed to date (31/12/17) | Current Remaining Un-Committed |
|--|------------------|------------------|---------------------|---------------------------------|-----------------------------------|
| | £ | £ | £ | £ | |
| General Contingency | 283,635 | (128,570) | 155,065 | 114,610 | 40,455 |
| Improvement | - | - | - | - | - |
| Salary and Grading | 200,000 | (369,510) | (169,510) | 68,450 | (237,960) |
| Cost of Change | 92,000 | (40,090) | 51,910 | 51,910 | - |
| Apprentiships Levy | 290,000 | - | 290,000 | 326,179 | (36,179) |
| County Elections | 150,000 | (97,460) | 52,540 | - | 52,540 |
| Edge of Care | 240,000 | - | 240,000 | 104,300 | 135,700 |
| Earmarked Contingency | 425,000 | - | 425,000 | 128,600 | 296,400 |
| Total contingency budgets | 1,680,635 | (635,630) | 1,045,005.00 | 794,049 | 250,955 |
| | | | | | |
| VR Savings Target | (300,000) | 72,540 | (227,460) | 0 | (227,460) |
| | | | | | |
| Total General and other Contingencies | 1,380,635 | (563,090) | 817,545 | 794,049 | 23,495 |

REVIEW OF INVEST-TO-SAVE PROJECTS 2017/18

| Service | Title | Description | Amount Approved £ | Sum Allocated (in total - not just Yr 1) £ | Allocation for 2017/18 £ | Spend to date £ | Remaining budget 2017/18 £ | Estimated total expenditure in 2017/18 £ | 2017 /18 Estimated Over/ (Under)spend £ | Project Update |
|----------------------|---|--|----------------------|---|-----------------------------|--------------------|-------------------------------|---|--|---|
| Resources | Electronic Document Management System for Revenues and Benefits | Provide scanning solution and workflow for Revenues and Benefits | 170,000 | 170,000 | 170,260 | 140,659 | 29,601 | 165,590 | -4,670 | The project is progressing well with an expected completion date by the end of the year. An underspend of £4.6k is expected. |
| I.T | Local Land and Property Gazetteer | Implement a LLPG system across the Council | 10,800 | 10,800 | 10,749 | 15,261 | -4,512 | 15,261 | 4,512 | Project physically complete. The overspend will need to be funded from IT budgets unless an underspend from another project such as the EDMS can be used. |
| I.T / Transformation | Customer Relationship Management System | Purchase and implementation of a CRM system | 255,000 | 255,000 | 195,000 | 0 | 195,000 | 195,000 | 0 | Waste Management solution live along with a number of other online services. Training undertaken in services and further integrations lined up. Core technology is in place now allowing more online services to be added with considerable interest from services such as Environmental Health and Housing. Supplier payments withheld on project milestones will be released shortly. |

| Service | Title | Description | Amount Approved £ | Sum Allocated (in total - not just Yr 1) £ | Allocation for 2017/18 £ | Spend to date £ | Remaining budget 2017/18 £ | Estimated total expenditure in 2017/18 £ | 2017 /18 Estimated Over/ (Under)spend £ | Project Update |
|-----------------------------------|--|---|----------------------|---|-----------------------------|--------------------|-------------------------------|---|--|--|
| I.T. / Resources | Payment Gateway | Purchase and implement a payment gateway which will enable payments to be received via the App | 27,000 | 27,000 | 27,000 | 6,000 | 21,000 | 15,000 | (12,000) | Payment Gateway integration work complete on the CRM and AppMon side, delays on the Capita Side holding project back. |
| Regulation & Economic Development | Improve the Resilience of the Planning Systems | New automated planning systems | 118,000 | 118,000 | 118,000 | 22,367 | 95,633 | 80,000 | (38,000) | The SAGE time management system has been procured and the implementation is being progressed. The digitisation project is progressing with current systems accessed and tested for integration into the new system. All planning letter templates are being progressed. Training dates are being organised and GIS map work is also progressing well. Approximately 3,000 files and documents have been scanned to date. |
| Resources | Improving Income Collection Systems | Purchase and implement a new income management system which links to the current income streams and allows new income collection methods (AppMon etc) to link into the cash management system | 150,000 | 150,000 | 150,000 | 9,488 | 140,512 | 70,000 | (80,000) | The project is progressing in line with the consultants project plan and will progress into 2018/19 due to the extent of work required on the project. |

| Service | Title | Description | Amount Approved £ | Sum Allocated (in total - not just Yr 1) £ | Allocation for 2017/18 £ | Spend to date £ | Remaining budget 2017/18 £ | Estimated total expenditure in 2017/18 £ | 2017 /18 Estimated Over/ (Under)spend £ | Project Update |
|-----------------------|--|---|---|---|-----------------------------|--------------------|-------------------------------|---|--|---|
| Lifelong Learning | Modernisation of business and performance processes | Implement unused modules in the ONE Management Information system | 87,000 | 87,000 | 67,000 | 0 | 67,000 | 0 | (67,000) | The joint partnership work is progressing well with approximately £67k expected to be spent by year-end on the ONE Management system. The service requests that the remainder of the reserve be used to fund the development of a website and online shop at Oriel Ynys Môn which is also an invest-to-save project as it is likely to increase income. |
| I.T. / Transformation | Digital First / Digital By Default | Employ a Digital Lead Officer and Digital Services Analyst | £70,000 in year 1 and £50,000 in year 2 | 120,000 | 20,000 | 0 | 20,000 | 0 | (20,000) | Recruitment delayed pending sufficient progress on the CMS and CRM projects needed to make the post viable |
| Public Protection | Improved Digital Connectivity within the Public Protection Service | Implementation of a cloud based system to record inspection visits. The software is an all Wales solution and has been procured via a framework agreement supported by 19 out of 22 Councils in Wales | £10,000 per year for 4.5 years | 45,000 | 70,000 | 0 | 70,000 | 0 | (70,000) | No expenditure has been incurred to date but the scheme is likely to progress in the latter part of the year. Any underspend will need to carry-forward into 2018/19. |
| Total | | | | 982,800 | 828,009 | 193,775 | 634,234 | 540,851 | (287,158) | |

Review of Efficiency Savings 2017/18

| Service/Function | Budget Savings 2017/18 £'000 | Centre Achievable 2017/18 £'000 | Potentially not-achievable 2017/18 £'000 | Will not be achieved at all £'000 | Comments |
|-------------------------------------|---|--|---|--|--|
| Lifelong Learning | 610 | 441 | 169 | 0 | Based on the number of hours cleaning provided by the Property department, £474k of the saving should be achieved moving forward, the remaining saving will be deducted from the Delegated School Budget as a general cut. The procedure to change the cleaners working hours has taken longer to action than anticipated, leading to an overspend in 2017/18, which will be funded from reserves. £40k will not be achieved as, to date, the Council has been unable to transfer Melin Llynonn, however, this is being mitigated as a result of overachieved income on other heritage sites and museums. £13k will not be achieved in relation to the termination of the lease at South Stack. Although the lease has been terminated, costs have been incurred to date to clear the site, these are one off costs. |
| Regulation and Economic Development | 187 | 179 | 8 | 0 | Cleaning hours across the three leisure centres have now been reduced from 55 to 30 per week since November 2017, however a shortfall of £3k forecast out of the £10k savings proposal for 2018/19. The £5k saving on the Leisure centre café outsourcing is still being worked on with Property and Procurement process to take place in February to seek an alternative provider now that the cafe has been closed. Vending machine sales are up but will not be sufficient to cover the overspend. |
| Highways, Waste and Property | 339 | 273 | 66 | 0 | £6k savings on the general waste contract is forecasted to not be achieved, however, the service is forecasting an underspend. The service is only likely to achieve £16k of the £26k target from outsourcing public conveniences due to limited interest from third parties. Unknown achievement against £50k Highways Maintenance Contract as it is heavily dependant on the weather over the winter months. |
| Adults' Services | 559 | 529 | 30 | 0 | The savings proposed through changes to the provision of catering in residential care homes will not be implemented until Q3 and Q4, however the savings will be met from other budget lines and will be achieved from 2018/19 onwards. |

| Service/Function | Budget Savings 2017/18 £'000 | Centre Achievable 2017/18 £'000 | Potentially not- achievable 2017/18 £'000 | Will not be achieved at all £'000 | Comments |
|-------------------------|---|--|--|--|---|
| Housing | 41 | 16 | 25 | 0 | There has been a slight delay in the review of the energy performance, one officer has commenced the work and completed 60 reviews, while the second officer has not yet begun, therefore, it will mean that the target will need to be adjusted to 85, resulting in a shortfall in savings of £15k. Opportunities for the empty homes officer to generate fee income through a second property have been short and, therefore, it is unlikely this years savings of £10k will be achieved as expected. |
| Transformation | 79 | 79 | 0 | 0 | All savings are expected to be achievable from 2017/18. |
| Council Business | 18 | 18 | 0 | 0 | All savings are expected to be achievable from 2017/18. |
| Resources | 121 | 111 | 10 | | Only just beginning to give schools access to My View, so payslips still being printed. Current trends indicate that around £10k of savings are likely to be unachievable. |
| Total | 1,954 | 1,646 | 308 | 0 | |

AGENCY COSTS APRIL TO DECEMBER 2017

| | £ | Funded From | Purpose |
|-------------------------|-------------------|--|--|
| Economic & Regeneration | 12,059.48 | Un-utilised staffing budget | To meet statutory inspection targets |
| Waste | 948.68 | Revenue Budget | Clerical Waste Admin due to sickness within section |
| | 67,691.50 | Revenue Budget | External Site Operations / Staff long time Sickness / Retirement. Staff not available via HR Matrix |
| | 104,254.55 | Grant Funding | Site Operatives required to support lack of contract staff to cover additional work tasks with the introduction of three weekly refuse collection and additional recycling kerbside collections. Staff not available via HR Matrix |
| | 13,713.95 | Grant Funding | Additional tasks required short term for Litter picking during the Summer period April to mid October. Staff not available via HR Matrix |
| | 186,608.68 | | |
| Childrens Services | 137,706.89 | Core budget, Un-utilised staffing budget & reserves approved by Exec | To cover vacant posts whilst restructure taking place |
| | 2,734.40 | Core budget, Un-utilised staffing budget & reserves approved by Exec | Specific piece of work |
| | 407,324.17 | Core budget, Un-utilised staffing budget & reserves approved by Exec | To cover vacant posts whilst restructure taking place |
| | 33,622.20 | Core budget, Un-utilised staffing budget & reserves approved by Exec | To cover vacant posts whilst restructure taking place |
| | 6,606.75 | Edge of Care Contingency | To cover vacant posts until post filled |
| | 587,994.41 | | |

| | £ | Funded From | Purpose |
|----------------|-------------------|----------------------------|--|
| Transformation | 14,636.18 | Core Budget | Sickness and Vacancy |
| Resources | 4,615.00 | Staff budget | Staff sickness |
| | 53,202.35 | Core Budget | Northgate project |
| | 47,030.00 | Specific Core Budget | Recovery of historic uncollected debts |
| | 15,704.00 | Specific Core Budget | Agency staff brought to assist with completion and respond to external auditor queries on the 2015/16 HB Subsidy Audit and to produce report on processes and recovery of Overpaid HB. |
| | 29,063.00 | Unutilised staffing budget | To cover vacant posts under new structure, pending a recruiting process. |
| | 149,614.35 | | |
| Total | 950,913.10 | | |

Information Regarding Monitoring of Consultants 2017/18

| | Amount Q3 | Ongoing to cover specific skill set that doesn't require Permanent Post | Volume of Work | Specific Work / One Off Project | Source of Funding (Specific Core Budget / Unutilised staffing budget / Grant / External Contribution) | Description of work undertaken |
|---|----------------|---|----------------|---------------------------------|---|---|
| | £ | | | | | |
| Value spent on consultancy Q1 & Q2 | 907,651 | | | | | |
| Central Education | 11,550 | ✓ | | | Core | Provide training and advice and policy development for Safeguarding, health and safety advice and monitoring staff attendance across all schools. |
| Total Central Education | 11,550 | | | | | |
| Culture | 398 | ✓ | | | Core | Life Drawing Class |
| | 375 | ✓ | | | Core | Writing and performing Christmas show |
| | 1,500 | ✓ | | | Core | Criw Celf assistant |
| | 329 | ✓ | | | Core | Tutor for art workshop |
| Total Culture | 2,602 | | | | | |
| Economic & Regeneration | 2,476 | | | ✓ | Core | Strategic Research for 400 interviews |
| | 5,062 | ✓ | | | External (PPA) | Socio-economic support work |
| | 20,634 | ✓ | | | External (PPA) | Archaeological Planning Core Team |
| | 8,155 | ✓ | | | External (PPA) | Professional Fees |
| | 9,506 | ✓ | | | External (PPA) | Site Prep and Clearance TCPA |
| | 51,476 | ✓ | | | External (PPA) | Provision of Strategic Advice on Wylfa Newydd Project |
| | 1,067 | ✓ | | | External (PPA) | Annual Onesys Hosting Service |
| | 18,403 | ✓ | | | External (PPA) | Landscape Support |
| | 4,619 | ✓ | | | External (PPA) | Anglesey Leisure Centre Study |
| | 2,000 | ✓ | | | External (PPA) | Socio-economic impacts and mitigation |
| 8,230 | ✓ | | | External (PPA) | Consultancy Services | |

| | Amount Q3 | Ongoing to cover specific skill set that doesn't require Permanent Post | Volume of Work | Specific Work / One Off Project | Source of Funding (Specific Core Budget / Unutilised staffing budget / Grant / External Contribution) | Description of work undertaken |
|--|----------------|---|----------------|---------------------------------|---|---|
| | 9,904 | ✓ | | | External (PPA) | Visitor Perception Studies |
| | 49 | ✓ | | | External (PPA) | Disbursement only invoice |
| | 72,734 | ✓ | | | External (PPA) | Professional Fees Development Consent Order |
| | 26,691 | ✓ | | | External (PPA) | SPG Update 2016 |
| | 51,843 | ✓ | | | External (PPA) | Draft DCO Review |
| | 1,375 | ✓ | | | External (PPA) | National Grid - Issue Tracker |
| | 44,510 | ✓ | | | External (PPA) | North Wales Connections Project |
| | 533 | ✓ | | | External (PPA) | Onesys Hosting Service |
| | 675 | ✓ | | | External (PPA) | Strategic Advice |
| | 1,012 | ✓ | | | External (PPA) | National Grid Connections Projects |
| | 400 | | | ✓ | External (VVP) | Studies, documentation and outline planning application |
| | 20,819 | | | ✓ | External (NDA) | Outline former PEBOC site planning application |
| | 928 | ✓ | | | Core | Engineering Works and Services |
| | 754 | ✓ | | | Core | Vet inspections |
| | 1,628 | ✓ | | | Grant | Additional Work at Craig y Don Amlwch |
| | 2,445 | | | ✓ | Grant | Undertake a Part 2A Assessment |
| | 30 | | | ✓ | Core | Minimum usage Charge of credit scoring checks |
| | 2,059 | ✓ | | | Core | Food Sampling |
| | 3,000 | ✓ | | | Core | Contribution towards the Regional Intel Analyst |
| | 800 | | | ✓ | Core | Gwynedd and Môn Awards Ceremony |
| | 3,823 | | | ✓ | Core | Feasibility Works at Plas Arthur Leisure Centre |
| | 850 | | | ✓ | Core | 2 x to attend level 2 gym instructors |
| | 1,085 | ✓ | | | External (Sports Wales - LAPA) | Delivery of level 2 CSLA course |
| | 379,572 | | | | | |

| | Amount Q3 | Ongoing to cover specific skill set that doesn't require Permanent Post | Volume of Work | Specific Work / One Off Project | Source of Funding (Specific Core Budget / Unutilised staffing budget / Grant / External Contribution) | Description of work undertaken |
|--------------------|---------------|---|----------------|---------------------------------|---|---|
| Highways | 794 | ✓ | | | Core | Staff time - Ynys Môn Remote data collection |
| | 500 | ✓ | ✓ | | Grant | Local Access Forum Secreterial Service |
| | 637 | ✓ | | ✓ | Core | Staff time on Anglesey Maintenance Framework Contract |
| | 1,780 | ✓ | | ✓ | Core | Access to Meteoproup forecasters |
| xxxxx | 3,711 | | | | | |
| Schools | 4,200 | | | ✓ | Core | Support for the school 2 days a week |
| | 6,000 | | | ✓ | Core | Pre-inspection support |
| xxxxxxx | 10,200 | | | | | |
| Waste | 66,833 | ✓ | | | Core Budget - Self Funded | Charges for the management of fixed penalty notices |
| | 127 | ✓ | | | Core | Metering and Settlement Fee |
| | 78 | ✓ | | | Core | DuoS Offtake Only |
| | 2,390 | ✓ | | | Core | Landfill Gas Technical Support |
| | 750 | ✓ | | | Core | Perimeter Gas Monitoring |
| | 8,142 | ✓ | | | Core | Site Permit compliance actions |
| | 10,038 | ✓ | | | Core | CQA Report and PM of the works |
| | 3,324 | ✓ | | | Core | Landfill Site Management |
| | 600 | ✓ | | | Extenal Contribution & Grant | Consultancy work carried out at Penhesgyn |
| Total Waste | 92,282 | | | | | |

| | Amount Q3 | Ongoing to cover specific skill set that doesn't require Permanent Post | Volume of Work | Specific Work / One Off Project | Source of Funding (Specific Core Budget / Unutilised staffing budget / Grant / External Contribution) | Description of work undertaken |
|--------------------|---------------|---|----------------|---------------------------------|---|---|
| HRA | 1,500 | | | ✓ | Core HRA | Provide advice and assistance for project |
| | 5,542 | | | ✓ | Core HRA | On site consultancy |
| | 7,400 | | | ✓ | Grant | Affordable housing Payment |
| | 3,209 | | | ✓ | Core HRA | Asset Management Startegy Advice |
| | 1,511 | | | ✓ | Core HRA | Engineering services in relation Beaumaris Social Club |
| | 5,875 | | | ✓ | Core HRA | Improvement to Keystone KSI workflows and related tasks |
| | 1,800 | | | ✓ | Core HRA | Consultancy Services |
| xxxxxxx | 26,836 | | | | | |
| Childrens Services | 300 | | | ✓ | Unitilised staffing budget and reserves approved by Exec | Consultancy support for recruitment campaign |
| | 189 | | | ✓ | Core budget | Feedback policy and questionnaires - Should this be agency? |
| | 2,394 | | | ✓ | Contingency | Set-up of Edge-of-Care team aimed at reducing number of Looked-after-Children |
| | 2,040 | | | | | |
| | 261 | | ✓ | | Core budget | Translation Services |
| | 590 | | ✓ | | Unitilised staffing budget and reserves approved by Exec | Chairing and Reviewing Child Protection Cases |
| | 45 | | ✓ | ✓ | Core Budget | Telephone Calls Interpretation |
| | 6,011 | | ✓ | ✓ | Core Budget | Management Review |
| | 427 | | ✓ | | Core budget | Written Translation |
| xxxxxxxxx | 12,255 | | | | | |

| | Amount Q3 | Ongoing to cover specific skill set that doesn't require Permanent Post | Volume of Work | Specific Work / One Off Project | Source of Funding (Specific Core Budget / Unutilised staffing budget / Grant / External Contribution) | Description of work undertaken |
|------------------|---------------|---|------------------------------------|---------------------------------|---|--|
| Transformation | 1,831 | | | ✓ | Specific Core Budget | CISCO Support |
| | 1,325 | | | ✓ | Specific Core Budget | Installation & consultancy |
| | 1,375 | | | ✓ | Specific Core Budget | To supply dedicated air-ride |
| | 1,700 | | | ✓ | Specific Core Budget | Call off Consultancy Days |
| | 4,250 | | | ✓ | Specific Core Budget | Consult on full migration of iManage to SQL |
| | 3,684 | | | ✓ | Grant | Social worker assessments |
| | 14,165 | | | | | |
| Council Business | 18,639 | No | Covers full-time post | Corporate Governance | Overspend on budget | Maternity Cover |
| | 58,809 | No | Covers 2 full-time posts | Land Charges x 1; Contracts x 1 | Overspend on budget | Professional services of: (Land Charges) & (Contracts) |
| | 984 | Yes | Training on case management update | One off | Core budget | Training on case management update |
| | 78,432 | | | | | |

| | Amount Q3 | Ongoing to cover specific skill set that doesn't require Permanent Post | Volume of Work | Specific Work / One Off Project | Source of Funding (Specific Core Budget / Unutilised staffing budget / Grant / External Contribution) | Description of work undertaken |
|-------------------------------------|------------------|---|----------------|---------------------------------|---|--------------------------------|
| Resources | 1,788 | ✓ | | | Staff budget | Management of IA |
| | 1,500 | ✓ | | | Core budget | VAT Consultancy |
| | 6,925 | ✓ | | | Core budget | Capita Contract |
| | 1,075 | | | ✓ | Core budget | Work on equal pay claims |
| | 400 | | | ✓ | Core budget | Consultancy on Civica system |
| | 80,000 | | | ✓ | Core budget - MRP budget | MRP Review |
| | 1,050 | | | ✓ | Core budget | LGPS Files |
| | 1,215 | | | ✓ | Core budget | Consultancy |
| | 1,750 | | | ✓ | Core budget | Data Migration |
| | 14,400 | | | ✓ | Core budget | Consultancy HR/Payroll Project |
| | 4,028 | | | ✓ | Core budget | EDMS project management costs |
| | 114,131 | | | | | |
| Total Q3 | 745,736 | | | | | |
| Total April to December 2017 | 1,653,388 | | | | | |

| SUMMARY OF CONSULTANCY EXPENDITURE Q1 TO Q3 | | | | |
|--|----------------|----------------|----------------|----------------------|
| | Qtr 1 | Qtr 2 | Qtr 3 | Total to Date |
| Central Education | 7445 | 15,457 | 11,550 | 34,452 |
| Culture | 4,720 | 1,519 | 2,602 | 8,842 |
| Economic & Regeneration | 140,283 | 357,801 | 379,573 | 877,658 |
| Highways | 237 | 9,290 | 3,711 | 13,239 |
| Schools | 2,100 | 5,575 | 10,200 | 17,875 |
| Waste | 7,577 | 76,012 | 92,282 | 175,871 |
| HRA | 11,416 | 16,801 | 26,836 | 55,054 |
| Childrens Services | 11,969 | 15,408 | 12,255 | 39,633 |
| Transformation | 15,881 | 10,963 | 14,165 | 41,009 |
| Council Business | 56,207 | 81,401 | 78,432 | 216,041 |
| Resources | 52,936 | 6,647 | 114,131 | 173,715 |
| | | | | |
| Total | 310,775 | 596,875 | 745,737 | 1,653,388 |