



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

Kilncraigs, Greenside Street, Alloa, FK10 1EB (Tel.01259-450000)

Meeting of the Audit and Finance Committee

Thursday 16th November 2017 at 9.30 am

**Venue: Council Chamber, Kilncraigs,
Greenside Street, Alloa, FK10 1EB**

Date	Time
------	------



AUDIT AND FINANCE COMMITTEE

The remit of the Audit and Finance Committee is:

- a) To receive, review and consider reports on the Council's finance
- b) To receive, review and consider reports on value for money and best value
- c) To consider the Council's Annual Governance Statement
- d) To consider internal audit reports and results of internal audit investigations
- e) To consider external audit and resultant action plans
- f) To monitor and review actions taken on internal and external audit recommendations
- g) To approve the corporate risk strategy and risk management procedures
- h) To receive and consider reports on countering fraud and corruption

To meet every 2 months on the third Thursday.

8 November 2017

A MEETING of the AUDIT AND FINANCE COMMITTEE will be held within the Council Chamber, Kilncraigs, Greenside Street, Alloa FK10 1EB, on THURSDAY 16 NOVEMBER 2017 at 9.30 am.

**NIKKI BRIDLE
Depute Chief Executive**

B U S I N E S S

	Page No
1. Apologies	--
2. Declarations of Interest Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Officer.	--
3. Confirm Minutes of Meeting held on Thursday 7 September 2017 (Copy herewith)	05
4. Council Financial Performance 2017/18 - August Outturn - report by the Chief Accountant (Copy herewith)	09
5. Health and Social Care Partnership and Children's and Justice Services report by the Chief Officer, Integration Joint Board and Head of Service, Children's and Justice (Copy herewith)	41
6. Internal Audit Progress Report 2017/18 – report by the Internal Audit Manager (Copy herewith)	51
7. The National Fraud Initiative – report by the Head of Resources and Governance (Copy herewith)	61

Audit & Finance Committee – Committee Members (Membership 8 – Quorum 4)

Councillors

Wards

Councillor	Darren Lee	1	Clackmannanshire West	CONS
Councillor	Les Sharp	1	Clackmannanshire West	SNP
Councillor	Dave Clark	2	Clackmannanshire North	LAB
Councillor	Archie Drummond	2	Clackmannanshire North	SNP
Councillor	Phil Fairlie (Vice Chair)	3	Clackmannanshire Central	SNP
Councillor	Derek Stewart	3	Clackmannanshire Central	LAB
Councillor	Mike Watson	3	Clackmannanshire Central	CONS
Councillor	Kenneth Earle	4	Clackmannanshire South	LAB



MINUTES OF MEETING of the AUDIT AND FINANCE COMMITTEE held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 7 SEPTEMBER 2017 at 9.30 am.

PRESENT

Councillor Archie Drummond, Chair (In the Chair)
Councillor Dave Clark
Councillor Kenneth Earle
Council Phil Fairlie
Councillor Ellen Forson (S)
Councillor Darren Lee

IN ATTENDANCE

Nikki Bridle, Depute Chief Executive
Garry Dallas, Executive Director
Stephen Coulter, Head of Resources and Governance
Stuart Crickmar, Head of Strategy and Customer Services
Celia Gray, Head of Social Services
Ahsan Khan, Head of Housing and Community Safety
Lindsay Sim, Chief Accountant
Michael Boyle, Improving Outcomes Business Manager
Gordon O'Connor, Internal Audit
Tom Reid, External Auditor
Andrew Wyse, Acting Legal Services Manager (Clerk to the Committee)
Lindsay Thomson, Service Manager, Legal and Democracy
Melanie Moore, Committee Services

The Chair welcomed Lindsay Thomson, Service Manger, Legal and Democracy, along to her first meeting of the Audit and Finance Committee.

AF(17)31 APOLOGIES

Apologies for absence were received from Councillor Les Sharp. Councillor Ellen Forson attended as substitute for Councillor Sharp.

AF(17)32 DECLARATIONS OF INTEREST

None.

AF(17)33 COUNCIL FINANCIAL PERFORMANCE 2016/17 – DRAFT FINAL OUTCOME

The report, submitted by the Chief Accountant, set out the financial performance of the Council in respect of both revenue and capital spend for the financial year 2016/17.

Motion

That Committee agrees the recommendations set out in the report.

Moved by Councillor Archie Drummond. Seconded by Councillor Darren Lee.

Decision

The Committee agreed to note:-

1. The draft General Fund revenue underspend for the year of £1.117m
2. The value of planning services delivered in the year.
3. The draft favourable outturn of £1.257m on the Housing Revenue Account.
4. The draft underspend in General Services capital of £4.265m of which £0.193m are savings in delivery of the programme with the remainder carried forward to 2017/18.
5. The draft underspend on HRA capital of £6.842m of which £2.680m is additional income from house and land sales and £0.627m are savings in delivery of programme with the remainder carried forward to 2017/18.

AF(17)34 COUNCIL FINANCIAL PERFORMANCE 2017/18 – Q1 OUTTURN

The report, submitted by the Chief Accountant, provided the Committee with an update on the financial performance of the Council in respect of both revenue and capital spend for the current financial year, 2017/18.

Motion

That Committee agrees the recommendations set out in the report.

Moved by Councillor Archie Drummond. Seconded by Councillor Dave Clark.

Decision

The Committee agreed to note:-

1. The forecasted General Fund revenue underspend for the year of (£0.371m).
2. Progress on delivering planned savings in the year.
3. The favourable forecast outturn of £0.187m on the Housing Revenue Account.
4. The underspend in General Services capital of £5.467m.
5. The forecasted underspend on HRA capital of £0.539m of which £0.448m is additional income from house and land sales.

AF(17)35 CORPORATE RISK AND EXTERNAL AUDIT ACTIONS

The report, submitted by the Head of Strategy and Customer Services, provided the Committee with the 2016/17 year end update on Clackmannanshire Council's Corporate Risk Log (Appendix A), as well as the Annual Emergency Planning Statement of Preparedness (Appendix B). The report also provided updates regarding progress on recommendations identified in the audit of 2015/16 accounts by Deloitte UK, the Council's previous external auditors (Appendix C). The Corporate Risk Management Guidance had also been provided for information (Appendix D).

Motion

That Committee agrees the recommendation set out in the report.

Moved by Councillor Archie Drummond. Seconded by Councillor Ellen Forson.

Decision

Having commented on and challenged the report, the Committee agreed to note the report.

AF(17)36 CLACKMANNANSHIRE LOCAL SCRUTINY PLAN 2017-18

The report, submitted by the Depute Chief Executive, advised the Committee of the publication by Audit Scotland of the Clackmannanshire Council Local Scrutiny Plan for 2017-18 and to summarise the key areas of scrutiny activity.

Motion

That Committee agrees the recommendations set out in the report.

Moved by Councillor Archie Drummond. Seconded by Councillor Dave Clark.

Decision

The Committee agreed to note:

1. The recent publication by Audit Scotland of the 2017-18 Local Scrutiny Plan for Clackmannanshire; and
2. The intended planned scrutiny activity in 2017-18.

AF(17)37 INTERNAL AUDIT ANNUAL ASSURANCE REPORT 2016/17

The report, submitted by the Head of Resources and Governance, provided the Committee with an overall assurance on the Council's arrangements for risk management, governance and control, based on Internal Audit work undertaken during 2016/17.

Motion

That Committee agrees the recommendations set out in the report.

Moved by Councillor Archie Drummond. Seconded by Councillor Ellen Forson.

Decision

The Committee agreed to note:

1. That Internal Audit work undertaken supports a balanced and evidence based assurance;
2. That Internal Audit can provide **Reasonable** Assurance on the Council's arrangements for risk management, governance and control for the year to 31 March 2017; and
3. That a self assessment and subsequent external quality assessment, of Internal Audit's compliance with Public Sector Internal Audit Standards will be undertaken during 2017/18.

AF(17)38 INTERNAL AUDIT PROGRESS REPORT 2017/18

The report, submitted by the Head of Resources and Governance, provided the Committee on progress with completing the 2017/18 Internal Audit Plan.

Motion

That Committee agrees the recommendation set out in the report.

Moved by Councillor Archie Drummond. Seconded by Councillor Ellen Forson.

Decision

The Committee agreed to note progress being made with completing the 2017/18 Internal Audit Plan.

Ends 1040 hrs.

Report to Audit and Finance Committee

Date of Meeting: 16 November 2017

Subject: Council Financial Performance 2017/18 – August Outturn

Report by: Chief Accountant

1.0 Purpose

- 1.1 This paper provides an update on the financial performance of the Council in respect of both revenue and capital spend for the current financial year, 2017/18.

2.0 Recommendations

2.1. The Committee is asked to note:

2.1.1 The forecast General Fund revenue underspend for the year of (£0.120m), which rises to an overspend of £0.697m taking account of the in year demand pressure crystallising in respect of Universal Credit (para 4.9.1).

2.1.2 the plans for spending restraint during 2017/18 to maximise the Council's ability to mitigate the currently forecast overspend of £0.937m

2.1.3 Progress on delivering planned savings in the year.

2.1.4 The favourable forecast outturn of £0.172m on the Housing Revenue Account.

2.1.5 The underspend in General Services capital of £4.399m of which £2.102m is grant income received earlier than anticipated with the remaining £2.297m being carried forward to 2018/19.

2.1.6 The forecasted underspend on HRA capital of £3.336m of which £0.448m is additional income from house and land sales. £0.183m of the underspend is proposed to be carried forward with the balance been taken as an underspend within the year.

2.2 The Committee is asked to approve:

2.2.1 The rephasing of the current capital budget for Telecare and the use of the budget to support a new Call system within Menstrie House.

3.0 Background

3.1. This report summarises the draft financial position of the Council for the financial year ended 31st March 2018. This report consolidates all of the detailed service financial data to provide a corporate position. The report also provides detail of individual Service positions. The forecast Outturn position reflected in this report will be reviewed and updated throughout the year by service managers with the support of Accountancy.

4.0 General Fund Revenue

- 4.1 Appendix A to this paper sets out the actual spend for each service area.
- 4.2 Overall the Council's net service expenditure this year is forecasting an underspend of (£0.120m) for the year ended 31st March 2018. This is a reduction of £0.251m since the June forecast reported to this Committee in August.
- 4.3 Overall service expenditure is projecting an overspend of £0.068m offset by an underspend within the Loans Fund of (£0.188m). Most services are forecasting an underspend however this is offset by a projected overspend of £0.214m within Education which incorporate various over and underspends within the Service which are detailed below. Committed levels of spend will continue to be maintained and updated forecasts provided during the year.
- 4.4 Table 1 below provides an overview of the Council's outturn position within each Service Expenditure area. The commentary aims to flag the **key** reasons for material variances from the approved budget.

Table 1: Summary of Service Budget Variances

Service	Annual Budget 2017/18	Projected Over/(underspend) at 31 st March 2018	Variance to Budget %	Previous reported over/(under) spend June	Movement
Resources & Governance	£5.989m	(£0.202m)	4.04%	(£0.050m)	(£0.152m)
<p>Resources and Governance is projecting underspend of (£0.202m) resulting in a movement of (£0.152m). Below is additional explanations for underspend and movement:-.</p> <p>Accountancy is reporting an overspend of £0.009m resulting in movement of £0.030m. The overspend and movement is primarily due to agency staff costs being used to fill vacancies.</p> <p>Governance is projecting an underspend of (£0.215m) resulting in movement of (£0.258m). The underspend and movement is due to voluntary redundancy savings and vacant posts.</p> <p>IT is reporting overspend of £0.003m resulting in a favourable movement of (£0.015m). The overspend and movement is due to higher computer software maintenance cost offset by the reallocation of savings across services in relation to printing.</p>					

Service	Annual Budget 2017/18	Projected Over/(underspend) at 31st March 2018	Variance to Budget %	Previous reported over/(under) spend June	Movement
Strategy and Customer Services	£5.510m	(£0.011m)	(0.20%)	£0.022m	(£0.033m)

Strategy and Customer Services is projecting a total spend of £5.499m at the end of 2017/18, resulting in a net underspend of £0.011m.

The main areas of variance are detailed below:-

Business Support is forecasting an overspend of £0.027m by the year end. This is in relation to staffing in Adult & Child Care cost centres.

Members Services is forecasting a small overspend of £0.003m.

Strategy & Performance is forecasting an overspend of £0.032m. This is made up of a forecasted overspend within Supplies and Services of £0.017m and a shortfall in income of £0.009m from the Health Board due to the post now being vacant.

Customer Services (which includes Leisure) is forecasting that there will be an underspend of (£0.074m) by the year end. This relates mainly to savings in Libraries staffing as the Service continues to over-achieve its managed workforce contraction.

Service	Annual Budget 2017/18	Projected Over/(underspend) at 31st March 2018	Variance to Budget %	Previous reported over/(under) spend June	Movement
Development and Environment Services	£14.946m	£0.017m	0.11%	£0.092m	(£0.075m)

D&E is reporting an overspend of £0.017m resulting in a favourable movement of (£0.075m). It should be noted that annual budget has increased by £0.726m as a result of additional budgets transferred over to D&E in line with new structure and previously approved demand pressures to mitigate the impact of unachievable savings within the service.

Below is further explanation for overspend and movement:-

Development Services is reporting an underspend of (£0.054m) resulting in a movement of £0.013m since last outturn. The underspend and movement is mainly due to staff vacancies.

Environmental Services is projecting an overspend of £0.060m resulting in an adverse movement of £0.146m. Within this overspend, Fleet Services is projecting an overspend of £0.60m. Ground Maintenance & Land Services are forecasting an underspend of (£0.017m) which is partly compensating for the forecasted partial unachievement of the approved saving within Waste Treatment and Refuse Collection.

Regulatory Services is reporting underspend of (£0.010m) resulting in a movement of £0.009m. Underspend and movement due to staff vacancies.

Roads & Transportation is projecting an underspend of (£0.075m) resulting in a movement of (£0.104m). The underspend mainly due to staff vacancies and reduction in projected winter maintenance costs (£0.057m) and the movement is caused by forecasted achievement of approved savings.

Catering is reporting an underspend of (£0.033m) resulting in a movement of (£0.043m). The underspend and movement is due to staff vacancies and other service efficiencies.

Cleaning is reporting overspend of £0.174m resulting in a movement of (£0.055m) since the last reported outturn. The overspend is mainly within staffing due to unachieved savings from previous years. The movement is partly due to the allocation of 2017/18 approved demand pressures of £0.105m.

Soft FM is projecting an underspend of (£0.072m) resulting in a movement of (£0.060m) with the underspend primarily within staffing due to janitorial vacancies.

Energy Management is reporting an underspend of (£0.040m) which is primarily due to fluctuations in usage.

Service	Annual Budget 2017/18	Projected Over/(underspend) at 31st March 2018	Variance to Budget %	Previous reported over/(under) spend June	Movement
Social Services	£14.289m	£0.088m	0.61%	£0.100m	(£0.012m)

The budget for Social Services above relates to Services for Children and Families, Criminal Justice and Management and Strategy. The IJB budget for Health and Social Care Partnership Budget covering Adults Services is now managed separately as this outturn is the responsibility of the IJB.

The Service is projecting an overspend at the year end of £0.088m mainly as a result of pressures within Fostering and Adoption, offset by a projected under spend on residential schools as a result of a reduction in the number of places purchased and the development of local community based alternatives.

Whilst demand for services is volatile, management is actively monitoring expenditure and anticipates being able to manage demand pressures and recruitment with an overspend of £0.088m.

The movement from the June forecast is an improved position, with the forecast overspend having reduced by £0.012m.

A separate financial report on the whole of Social Care is also included as part of this agenda.

Service	Annual Budget 2017/18	Projected Over/(underspend) at 31 st March 2018	Variance to Budget %	Previous reported over/(under) spend June	Movement
Education	£47.514	£0.214m	0.45%	(£0.182m)	£0.396m

Education has had a net budget increase of £0.509m due to restructure adjustments, allocation of corporate savings, drawdown on grants, demand pressures and Earmarked Reserves. Education is forecasting an overspend of £0.214m in comparison to the previously reported underspend of (£0.182m). This is summarised as follows:

Early Years Devolved, Primary Devolved, Additional Support Needs (ASN) Devolved and Secondary Devolved are forecast on budget as any under or overspends are carried forward to the next financial year for the respective establishments. ASN Devolved was previously forecasted to be £0.057m over budget due to expected unachieved savings. These savings are now forecasted to be achieved and this area is forecasted on budget in line with other devolved budgets.

Business Management is forecasting to overspend by £0.081m, of which £0.068m relates to an unachievable saving relating to staffing. There are also small overspends within the area totalling £0.013m. The movement of £0.075m relates to the unachievable staff saving and small overspends relating to Parent Council and non staffing costs.

Early Years Non Devolved is forecasted to overspend by £0.259m, of which £0.203m relates to staffing and supply cover and a £0.033m facilities management charge for Kidzone Out of School Care use of Redwell Primary. The movement of (£0.125m) relates to a shortfall in Out of School Income of £0.047m offset by an updated forecast on staffing and other small variances.

Secondary Non Devolved is forecasting to underspend by (£0.235m) due to an underspend within supply cover. The movement of £0.079m relates to budget realignments splitting Supply budget between Primary and Secondary totalling £0.071m and small overspends totalling £0.008m.

ASN Non Devolved is forecasting to overspend by £0.292m. This consists of £0.140m for school transport for children with additional support needs and staffing net overspends totalling £0.117m. There is an overspend of £0.021m relating to purchase of equipment for schools and £0.014m for additional speech and language therapy costs.

Primary Non Devolved is forecasted to underspend by (£0.101m). This is in relation to underspends of (£0.108m) for Reduced Class Contact Time (RCCT) staffing offset by overspend of £0.008m on probationers and Assistance to Pupil Transport. The movement of (£0.313m) is due to a budget realignment of £0.351m which includes splitting the supply budget between Primary and Secondary, Health and Wellbeing underspend of (£0.042m) being allocated against 17/18 approved savings and small overspends totalling £0.004m. School budgets will be revised for the next forecast, based on the September census. This will influence the projected outturn on the teachers flexibility budget, including the £0.605m one year cash saving.

Sports Development, Sports Primary, School Crossing Patrols and Educational Psychology are projecting to underspend by a total of (£0.014m) due to small

underspends within their respective areas. The movement of £0.076m mainly relates to an overspend within Sports Primary on PE teachers of £0.031m plus £0.022m income shortfall within Sports Development. There are additional small net overspends totalling £0.023.

Youth Services is forecasting to underspend by (£0.034m) of which (£0.047m) relates to overachievement in income, offset by £0.013m various small overspends.

Adult Services are currently projected on budget.

Schools PPP is reporting an underspend of (£0.035m) Movement is due to review of updated estimated deductions.

Education Service is currently looking to reduce the projected overspend.

Service	Annual Budget 2017/18	Projected Over/(underspend) at 31st March 2018	Variance to Budget %	Previous reported over/(under) spend June	Movement
Housing	£6.292m	(£0.028m)	0.45%	(£0.284m)	£0.256m

The revised Service budget is now £6.292m, taking account of reconciliation activity of the FM service to Housing, a reduction of £0.806m from the previous reported budget. The Housing, Property & Revenue Service are currently projecting a total spend of £6.264m, resulting in an underspend of (£0.028m).

There are two main drivers for this budget position:-

Public building costs and maintenance is forecasting to be overspent by £0.450m (this includes the school estate, CAPs and leisure buildings). The £0.450m includes an unfunded demand pressure of £0.129m to account for the rates revaluation and increase in the rate poundage. Previous budget and policy decisions to focus repairs on wind & water tight only on public has resulted in additional expenditure on catch up repairs this financial year estimated at an additional £0.219m. These two factors along with unachievable savings for depots and alarms of £0.102m, makes up the overall projected overspend in this area of £0.450m.

These overspends are partially offset with staff savings of (£0.413m). This has been a result of the service having a greater number of Voluntary Redundancy acceptances than anticipated, equating to a further 8% reduction in the staffing budget. The remainder is as a result of a planned management of vacancies in line with the service developing proposals for the Revenues structure which was reported to the Scrutiny committee in August. This follows completion of the movement of the current tenant rent management to the Housing patch teams.

Also contributing to the outturn is additional income of £0.040m from the DWP to assist with the additional work required in managing and assisting the DWP with Universal Credit applicants which is currently undertaken by existing staff.

The full effect of Universal Credit (UC) is still in transition therefore further monitoring is being carried out to establish the impact on the budget. Further detail is provided in section 4.9.1 of this report.

Service	Annual Budget 2017/18	Projected Over/(underspend) at 31 st March 2018	Variance to Budget %	Previous reported over/(under) spend June	Movement
Executive Team	£0.437m	(£0.010m)	(2.29%)	£0.000m	(£0.010m)

The Executive Team are forecasting to come in £0.010m under budget. There is forecast to be a saving of £0.007m on the COSLA subscription as the myjobscotland levy is covered by the Human Resources budget. There is also a small saving in staff travel expenses forecast.

Service	Annual Budget 2017/18	Projected Over/(underspend) at 31 st March 2018	Variance to Budget %	Previous reported over/(under) spend June	Movement
Corporate Adjustments	(£1.642m)	£0m	0%	£0m	£0m

The budget includes a number of Corporate Savings which are currently being reviewed to allow them to be allocated to services.

Service	Annual Budget 2017/18	Projected Over/(underspend) at 31 st March 2018	Variance to Budget %	Previous reported over/(under) spend June	Movement
Non Distributed Costs	£1.312m	£0m	0%	£0m	£0m

Non distributed costs are currently forecast to come in on budget.

Service	Annual Budget 2017/18	Projected Over/(underspend) at 31 st March 2018	Variance to Budget %	Previous reported over/(under) spend June	Movement
Total	£94.647m	£0.068m	0.03%	(£0.302m)	£0.370m

4.5 Appendix A also highlights a number of non-service expenditure and income areas of the Council budget (not detailed in Table 1). Within non-service expenditure the loans fund budget is projecting an underspend of (£0.188m), resulting in a projected net underspend of (£0.120m).

4.6 2017/18 Savings Progress

The 2017/18 budget incorporated approved savings of £6.8m. £3.9m (57%) are forecast as achieved, with up to a further £2.3m (34%) likely to be achieved in the year. Table 2 below sets out the position for each of the savings categories.

Table 2: Budgeted 2017/18 savings progress

Savings Category	Savings full year 17/18 (£000)	Green (£000)	Amber (£000)	Red (£000)
Policy Savings	1,951	790	723	438
Management Efficiencies	2,737	1,497	1,153	87
Managed Contraction of Workforce	391	382	9	0
Service Redesign	463	378	85	0
Budget Savings from Year 2 Approved in 16-17	1,262	878	290	94
Total	6,804	3,925	2,260	619

4.7 Services have been asked to identify compensatory savings for those that will not be achieved during 2017/18. Appendices E to I provide further detail of the progress on delivering savings within each service.

4.8. Earmarked Reserves

In addition to service expenditure there is a total of £3.806m, as approved by Council, set aside for specific purposes or requirements. As at end August a sum of £52k has been drawn down against these earmarked reserves. Reserves will continue to be drawn down throughout the year as expenditure is incurred.

4.9 Financial Risks

4.9.1 Revenues Service

As reported to the Audit and Finance Committee 7th September, a risk has been identified in the Revenues Service in respect of the rollout of Universal Credit (UC) and the impact on the Housing Benefit Subsidy budget. The most significant risk highlighted was the impact on the benefit levels relating to temporary accommodation. Work continues to refine the current position in relation to temporary accommodation and at present the expected shortfall based on the existing modelling and projections is £0.817m. It had been

anticipated that firmer projections would have been available to embed within this outturn, however the position continues to evolve. If the current projection is embedded it results in a corporate overspend of £0.697m. On this basis the Depute Chief Executive has engaged Corporate Management Team in development of a spending restraint plan for the remainder of 2017/18 to improve on this position. Further details will be reported in the next committee report.

To assist the modelling exercise and budget projections for 2018/19, the service and accountancy attended a briefing session on 27th October with Audit Scotland and the Institute of Revenues Rating and Valuation (IRRV).

4.9.2 Provisions

At the 31st March 2017 the Council set aside sums in respect of future liabilities for Equal Pay, Insurance, PPP and a Damages Claim. Work is ongoing in relation to PPP as detailed in the report which was brought to council in September. The table below provides a summary of the movements to date and expected year end balance.

Table 3: Provisions

Provision	Balance at 31st March 2017 (£000)	Notified Amounts to be paid in the year (£000)	Amounts expected to be utilised in the year (£000)	Anticipated Closing balance at 31st March 2018 (£000)
Equal Pay	92	44	48	0
Insurance	26	0	3	23
Legal Case – PPP	50	15	35	0
Damages Claim	150	8	142	0
Total	318	67	228	23

4.9.3 Contingent Liabilities

The Council reported 4 Contingent Liabilities at 31st March 2017. These are areas where the Council may have a future obligation to make a payment however, the timescale and quantification is not known. The Council reported Contingent Liabilities in respect of: Equal Pay, Insurance, a Health and Safety Case and PPP.

As at 31st August these Contingent Liabilities are still in existence and no further information is available either to remove or quantify any potential liability.

4.9.4 Unbudgeted Unavoidable Spend

To the end of September there have been four Deaths in Service. This is not something that is provided for due to its uncertain nature. The Deaths in Service costs of £51k are absorbed by Services within existing budget and are included within the outturns shown above.

4.10 Capital Receipts

Capital receipts expected to be received up to 31st March 2017 were £1.452m and £0.622m from the Economic Stimulus Fund. Which was used in full to support the budget 2017/18 budget. The capital receipts received to the 31st March 2017 was £0.115m and the Economic Stimulus Fund balance was £0.622m. In the year to date we have received receipts of £0.991m, and are projecting to receive further receipts of £0.387m in the year which will meet the budget requirement of £2.074m for 2017/18.

4.11 Social Services Adult Care

Service	Annual Budget 2017/18	Projected Over/(underspend) at 31st March 2018	Variance to Budget %	Previous reported over/(under) spend June	Movement
Health and Social Care Partnership Integrated Joint Board	£15.341m	£1.853m	12.09%	£1.246m	£0.607m

The budget for the Integrated Joint Board above relates to the Adult Social work services delegated to Clackmannanshire and Stirling Health and Social Care Partnership. Operational responsibility for adult services transferred to the Health and Social Care Partnership on 3 July 2017.

The Health and Social Care Partnership is forecast to spend £16.921m, £1.853m more than the budget.

The above forecast follows a sense check to confirm the quantum of the forecast based on past financial year activity levels and the current trends and spend to date to validate the position reported.

A review of activity levels has also confirmed a material change in nursing home costs based on an increase of 11% in activity over last year's activity and price uplifts for the national care home contract. This trend represents an increased cost pressure arising in part from delivering challenging delayed discharge timescales, continuing the trend seen in the last financial year

Whilst the pressure on Care at Home has not been as high as in residential care, service levels have still risen by 2.3% compared to 2016/17.

Since Quarter 1 the forecast overspend has increased by £0.607m. This movement is as a result of updated forecast information and a revised position in relation to the achievement of savings.

A separate financial report on the whole of Social Services is attached to this agenda.

5.0 Housing Revenue Account

- 5.1 Appendix B to this paper sets out the summary budget for the Housing Revenue Account for this year in accordance with its Business Plan. It is forecast that the Service will achieve a surplus in the year of £5.297m which is £0.172m greater than budgeted.
- 5.2 Employee Related Expenditure is at present forecast to be a £0.319m saving for the year. This is in relation to posts that are vacant through voluntary severance or turnover but where there are no plans to fill before the year end.
- 5.3 Premises Related Expenditure is forecasting a saving of £0.022m at the end of the year. This is £0.180m less than previously forecast as there have been more voids than previously forecast and more are predicted before the year end. This has resulted in the Void Rent Loss increasing and more expenditure on Private Contractors to turn around the increased number of voids.
- 5.4 Transport Related Expenditure is forecast to be £0.019m less than budget. Supplies and Services are forecasting a £0.055m underspend as Property Contracts are reducing their costs.
- 5.5 Offsetting the above underspends is a shortfall in Rental Income of £0.226m and reduced income from charges of £0.022m. The Rental reduction is in relation to the higher than forecast House Sales while the reduction in charging is in line with last years position.

6.0 Capital

6.1 General Services

- 6.2 Appendix C to this paper details the General Services capital programme for the period ended 31st August 2017 where individual projects are listed within the various asset management plans.
- 6.3 Overall, the General Services capital programme has projected an underspend of £2.202m against the £15.980m gross budget and an underspend of £4.399m against the £7.926m net budget, which is mainly due to the revised timing of project expenditure for larger school estate projects and an early grant receipt received from Scottish Futures Trust for Tullibody South Campus.
- 6.4 Council in August approved the reprofiling of the Tullibody South Campus budget to match the revised expenditure reducing the capital budget in 2017/18 by £1.645m. Members also approved the best value tender in relation to the completion of the Tullibody regeneration project thus increasing budget by £0.175m for this project.
- 6.5 As well as the changes noted above £0.277m was received from Scottish Government to support the first phase of infrastructure investment for the expansion of early learning and childcare to meet the 1140 hours commitment. As a result of these amendments the overall budget has reduced by £1.193m from the £17.173m reported position in June 2017.
- 6.6 A summary of the projected outturn position for each of the Asset plans is shown in the table below.

Table 4 General Services Capital Budget Variances

Asset Management Strategy Plan	Budget (£000)	Projected as at 31st Aug 2017 (£000)	Over / (under) Spend (£000)	Comments
Corporate	12,057	9,505	(2,552)	Revised timing of project expenditure for Craigbank Primary £0.62m, Clackmannan Regeneration £0.45m, Clackmannan Primary £0.25m, Alva Primary £0.25m Kelliebank £0.30m and City Deal £0.25m
Property	81	81	0	Projected to be on budget at the year end
Roads	2,563	2,913	350	Projected to be on budget at the year end
Lands	30	30	0	Projected to be on budget at the year end
Fleet	634	634	0	Projected to be on budget at the year end
IT	615	615	0	Projected to be on budget at the year end
Total Capital Expenditure	15,980	13,778	(2,202)	
Income	(8,054)	(10,251)	(2,197)	Early grant receipt received from Scottish Futures Trust for Tullibody South Campus
Net Capital Programme	(7,926)	3,527	(4,399)	

6.7 Social Services Telecare Budget Amendment

Request to approve rephrasing and change of use of the approved Telecare budget. This budget was approved to provide telecare facilities to the community in their homes. This budget is not required in full for 17-18/18-19. The Committee is asked to approve the allocation of the budget to Menstrie House for the upgrade of the current nurse call system. This has been identified in the most recent Care Inspectorate Report where we have been downgraded from a 4 – Good to 3 – Adequate.

Housing Revenue Account

6.8 Appendix D to this paper details the HRA capital programme for the current year where individual projects are listed within the various asset management plans.

6.9 The current net HRA Capital Budget is £11.102m. Expenditure is forecasted to be £3.366m less than budget. At present it is anticipated that only £0.183m will require to be carried forward.

6.10 Following the restructure of the Assets function, there has been some staff turnover in the assets team. Vacancies have now been filled and other contractual relationships are being put in place. It is expected that this will achieve efficiencies whilst improving corporate works project management. There has however been some slippage on contracts during the period that these arrangements are fully implemented.

6.11 There has also been issues regarding the resources available within Property Contracts to carry out some of the projects. Initially during the year staff were occupied doing Schools Capital work while recently sickness has reduced the available capacity of the workforce. The impact of both these matters has resulted in an increase in the forecast underspend by £2.644m

6.12 The major projects that contribute to the underspend of £3.183m are detailed in Table 5 below and comments are also recorded in Appendix D:

Table 5 HRA Capital Budget Major Variances

Project	Variance (£000)	Comments
Roof & Render Upgrading	(1,412)	Staff resourcing making the management of this programme difficult.
Kitchen Replacement	(365)	Property Contracts unable to complete as many units as initially budgeted.
Off the Shelf Purchase	(511)	No more units forecast to be bought.
Income from Sale of Council Property & Land	(448)	Sales that did not complete by March 2017.

7.0 Conclusions

7.1 General Services revenue spend is anticipated to record an underspend of (£0.120m), rising to an overspend of £0.697m taking account of the crystallising Universal Credit pressure.

7.2 Of the £6.8m approved savings, £3.9m is forecast to be achieved and up to a further £2.3m is likely to be achieved in the year.

7.3 The Housing Revenue Account is anticipating an underspend of £0.172m.

7.4 The draft outturn for the capital programme indicates an underspend in the year (including carry forwards) of £4.399m on General Services Capital. Detail on each project is shown in Appendix C.

7.5 The HRA Capital Programme indicates a forecasted underspend of £3.336m, including additional income from house & land sales £0.448m.

8.0 Sustainability Implications

8.1 None

9.0 Resource Implications

9.1 Financial Details

9.2 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

9.3 Finance have been consulted and have agreed the financial implications as set out in the report. Yes

9.4 *Staffing*

9.5 None

10.0 Exempt Reports

10.1 Is this report exempt? Yes (please detail the reasons for exemption below) No

11.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

(2) **Council Policies** (Please detail)

12.0 Equalities Impact

12.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
Yes No

13.0 Legality

13.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

14.0 Appendices

14.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix A Council summary of expenditure

Appendix B HRA Revenues

Appendix C General Services Capital

Appendix D HRA Capital

Appendices E - I Corporate Savings Position

15.0 Background Papers

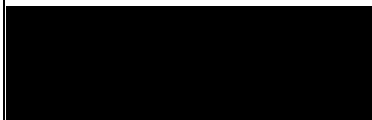

15.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lindsay Sim	Chief Accountant	2078

Approved by

NAME	DESIGNATION	SIGNATURE
Stephen Coulter	Head of Resources & Governance	
Nikki Bridle	Depute Chief Executive	

DRAFT

Appendix A

Council Summary 2017/18

As at 31 August 17



Clackmannanshire
Council

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

	Annual Budget 2017/18	Forecast to March 2018	Variance Forecast to Budget	Variance Forecast to Budget	Previous Reported over/(underspend)	Movement
	£'000	£'000	£'000	%	£'000	£'000
Resource & Governance	5,989	5,787	(202)	(3.37)	(50)	(152)
Strategy & Customer Services	5,510	5,499	(11)	(0.20)	22	(33)
	11,499	11,286	(213)	(1.85)	(28)	(185)
less allocated to non general fund	(1,305)	(1,305)	0	0.00	0	0
	10,194	9,981	(213)	(2.09)	(28)	(185)
Executive Team	437	427	(10)	(2.29)	0	(10)
Development & Environmental	14,946	14,963	17	0.11	92	(75)
Education Service	47,514	47,728	214	0.45	(182)	396
Housing	6,292	6,264	(28)	(0.45)	(284)	256
Social Services	14,289	14,377	88	0.62	100	(12)
Corporate Services	(1,642)	(1,642)	0	0.00	0	0
Misc Services - Non Distributed Costs	1,312	1,312	0	0.00	0	0
Services Expenditure	93,342	93,410	68	0.07	(302)	370
Add Contributions to Joint Boards						
Health & Social Care Partnership	15,341	15,341	0	0.00	0	0
Central Scotland Valuation	381	381	0	0.00	0	0
	109,064	109,132	68	0.06	(302)	370
Add/Deduct						
Interest on Revenue Balances	(52)	(52)	0	0.00	0	0
Loans Fund Contribution	9,538	9,350	(188)	(1.97)	(69)	(119)
Contribution to Bad Debt Provision	200	200	0	0.00	0	0
	118,750	118,630	(120)	(0.10)	(371)	251
Sources of Funding						
General Revenue Funding/Non-Domestic Rates	(91,226)	(91,226)	0	(0.00)	0	0
Council Tax	(20,611)	(20,611)	0	0.00	0	0
Council Tax Reduction Scheme	(3,207)	(3,207)	0	0.00	0	0
Contribution from Reserves	(1,457)	(1,457)	0	0.00	0	0
Capital Stimulus Fund	(622)	(622)	0	0.00	0	0
Application of unapplied Capital receipt	(1,452)	(1,452)	0	0.00	0	0
Contribution from Earmarked Reserves	(52)	(52)	0	0.00	0	0
Other Contributions	(123)					
	(118,750)	(118,627)	0	(0.00)	0	0
Projected (Surplus)/Shortfall	(0)	3	(120)	0.00	(371)	251



Service Summary - Housing Revenue Account

Description	Annual Budget for 2017/18	Budget to end of August	Actual to end of August	Annual forecast for 2017/18	Forecast v Budget	YTD Actual v Budget
Employee Related Expenditure						
Chief Officers Gross Salaries	54,330	22,638	22,010	54,330	0	(627)
Chief Officers Employers Superann	11,681	4,867	4,867	11,681	0	0
Chief Officers Employers NIC	8,871	3,696	2,686	6,446	(2,424)	(1,011)
Single Status Gross Salaries	5,367,486	2,236,453	1,989,388	4,969,091	(398,395)	(247,065)
Single Status Employers Superann	1,111,330	463,054	417,211	1,031,558	(79,772)	(45,843)
Single Status Employers NIC	475,912	198,296	193,997	481,370	5,459	(4,299)
Single Status Overtime	157,220	65,508	74,116	179,353	22,133	8,608
Single Status Absence Pay	0	0	50,055	50,039	50,039	50,055
General Manual Gross Salaries	0	0	71	284	284	71
General Manual Employers NIC	0	0	26	104	104	26
General Manual Overtime	0	0	189	756	756	189
Long Service Awards	900	375	450	900	0	75
Childcare Vouchers Admin Costs	2,000	833	182	2,050	50	(652)
Employee Management Costs	0	0	170	50	50	170
Conference Expenses And Subsistence	2,000	833	0	2,000	(0)	(833)
Superannuation Lump Sums	0	0	(6,285)	76,900	76,900	(6,285)
Severance Payments	0	0	13,584	13,584	13,584	13,584
Recruitment Expenses	1,000	417	0	1,000	0	(417)
Staff Training	81,350	33,896	3,099	73,145	(8,205)	(30,797)
Employee Related Expenditure Total	7,274,080	3,030,867	2,765,814	6,954,643	(319,437)	(265,052)
Premises Related Expenditure						
Corporate Building Repairs	0	0	15,712	40,000	40,000	15,712
Annual Maintenance External Provider	256,000	106,667	(4,382)	205,000	(51,000)	(111,049)
Service Requested Building Repairs	0	0	36	0	0	36
Grounds Maintenance	0	0	4,165	(0)	(0)	4,165
Service Charge	0	0	118	(0)	(0)	118
Cleaning & Hygiene Materials	11,250	4,688	244	11,250	(0)	(4,443)
Gas	4,000	1,667	959	4,000	(0)	(707)
Electricity	16,000	6,667	7,701	16,000	(0)	1,034
Void Rent Loss	480,870	200,363	164,745	435,200	(45,670)	(35,617)
Rates	2,500	1,042	2,773	5,273	2,773	1,731
Council Tax	20,000	8,333	0	10,000	(10,000)	(8,333)
Property Insurance	200,000	83,333	142,535	142,500	(57,500)	59,201
Bad Debt Provision	250,000	104,167	0	338,000	88,000	(104,167)
Building Costs - Recharges Internal	80,000	33,333	0	91,000	11,000	(33,333)
Cleaning Services Internal recharge	10,000	4,167	0	10,000	(0)	(4,167)
Land Services - Internal Recharges	0	0	546	0	0	546
Premises Related Expenditure Total	1,330,620	554,425	335,151	1,308,223	(22,397)	(219,274)
Transport Related Expenditure						
Short Term Vehicle Hire	2,500	1,042	6,206	12,500	10,000	5,165
Staff Travel Mileage Expenses	26,000	10,833	8,787	19,776	(6,224)	(2,046)
Vehicles - Maintenance Recharges	343,830	143,263	2,744	321,500	(22,330)	(140,518)
Vehicles - General Consumables	350	146	0	350	0	(146)
Transport Related Expenditure Total	372,680	155,283	17,738	354,126	(18,554)	(137,545)
Supplies and Services						
Purchase Of Equipment	20,870	8,696	11,995	30,870	10,000	3,300
Purchase Of Furniture	0	0	326	500	500	326
Materials (issued from Stock)	711,700	296,542	238,852	711,200	(500)	(57,690)
Materials - Direct purchases from supp	334,000	139,167	150,428	334,000	(0)	11,261
General Consumables (small items)	40,000	16,667	14,608	40,000	0	(2,058)
Per Capita English	0	0	7	0	0	7
Equipment Maintenance	12,500	5,208	2,755	12,500	0	(2,453)
Equipment Rental/Leasing	15,000	6,250	5,399	15,000	0	(851)
Scaffold Hire	57,500	23,958	1,965	20,000	(37,500)	(21,993)
Medical Supplies	1,000	417	0	1,000	0	(417)
Catering Disposables	0	0	0	0	0	0
Hospitality	100	42	3	100	(0)	(39)
Uniforms & Clothing	13,480	5,617	399	13,480	0	(5,217)
Office Equipment - Purchases	1,150	479	0	1,150	0	(479)
Printing & Photocopying	5,800	2,417	1,036	5,800	0	(1,381)
Stationery	2,000	833	2,666	2,000	0	1,833
Publications	500	208	0	500	0	(208)
Insurance	31,620	13,175	25,869	23,899	(7,721)	12,694
Professional Fees	34,100	14,208	2,649	34,100	(0)	(11,559)
Performing Rights	300	125	0	300	(0)	(125)
Per Capita Strategic Improvement Fun	0	0	(202)	0	0	(202)
Postages	5,010	2,088	1,621	3,000	(2,010)	(467)
Legal Expenses	6,000	2,500	4,006	9,000	3,000	1,506
Subscriptions	18,500	7,708	3,228	18,500	0	(4,480)
Telephones	150	63	63	150	0	1
Mobile Telephones	32,980	13,742	(2,012)	32,980	(0)	(15,753)
Computer Hardware Purchase	3,400	1,417	0	3,400	0	(1,417)

Computer Software Maint.	96,450	40,188	1,768	75,950	(20,500)	(38,419)
Computer Peripherals	0	0	43,760	0	0	43,760
Carriage	0	0	0	0	0	0
Supplies and Services Total	1,444,110	601,713	511,189	1,389,379	(54,731)	(90,523)
Third Party Payments						
Other Council Accounts	522,200	217,583	154,541	522,200	(0)	(63,042)
Property - Internal Recharges	0	0	100	0	0	100
Voluntary Organisations Payment	14,400	6,000	11,600	22,900	8,500	5,600
Payments To Contractors	44,250	18,438	2,646	32,000	(12,250)	(15,792)
Payment To Subcontractor	281,500	117,292	81,209	281,500	(0)	(36,083)
Payments to Individuals (services provi	10,000	4,167	65	10,000	(0)	(4,102)
Interest on Debit Balance	0	0	(85)	(0)	(0)	(85)
Third Party Payments Total	872,350	363,479	250,075	868,600	(3,750)	(113,404)
Transfer Payments						
Payments To Individuals (no service pr	0	0	25	0	0	25
Transfer Payments Total	0	0	25	0	0	25
Support Services						
Accountancy	1,189,410	495,588	0	1,189,410	0	(495,588)
IT	0	0	0	0	0	0
Human Resources	0	0	0	0	0	0
Legal	0	0	0	0	0	0
Support Services Total	1,189,410	495,588	0	1,189,410	0	(495,588)
Capital Financing Costs						
Loans Fund Interest	1,457,000	607,083	0	1,448,840	(8,160)	(607,083)
Debt Management Expenses	29,000	12,083	0	27,310	(1,690)	(12,083)
Principal Repayments	1,533,000	638,750	0	1,541,460	8,460	(638,750)
Capital Financing Costs Total	3,019,000	1,257,917	0	3,017,610	(1,390)	(1,257,917)
Total Gross Expenditure	15,502,250	6,459,271	3,879,994	15,081,991	(420,259)	(2,579,277)
Income						
Charges for Services Standard VAT	(25,000)	(10,417)	(5,760)	(10,000)	15,000	4,657
Charges for Services Reduced VAT	0	0	803	0	0	803
Subscriptions	0	0	507	0	0	507
Other Income	(22,240)	(9,267)	6,100	(15,070)	7,170	15,366
Housing Rents	(18,925,000)	(7,885,417)	(8,413,897)	(18,698,900)	226,100	(528,481)
General Rents	(61,000)	(25,417)	(22,315)	(61,000)	0	3,102
Interest(Revenue Balance)	(11,640)	(4,850)	0	(11,640)	0	4,850
Internal Trading Contract	(1,582,370)	(659,321)	(134,932)	(1,582,370)	0	524,388
Income Total	(20,627,250)	(8,594,688)	(8,569,495)	(20,378,979)	248,271	25,193
Net Expenditure	(5,125,000)	(2,135,417)	(4,689,501)	(5,296,989)	(171,989)	(2,554,084)

			Amended Budget 17/18 £	Expenditure as at 31.8.17 £	Income as at 31.08.17 £	Net Expenditure as at 31.08.17 £	Projected out- turn to 31.3.18 £	Projected (Under) / Over spend as at 31.3.18 £	Projected (Under) / Over spend June 17 £	Movement from June to August £	Comments	Savings £	Carry Forward to 18/19 £	Projected (Under) / Over spend as at 31.3.18 £	
(A)	Corporate Asset Management Strategy :														
Alloa Area															
A1	Schools ICT Replacement	Alloa Academy	47,000	37,604		37,604	47,000	0	-	-	Work being carried out Q2 to Q3 (summer and oct breaks)			0	
A3	Park Primary School	Alloa	264,040	42,235		42,235	264,040	0	-	-	Delays in the Phase 3 heating installation. Majority of works to be undertaken in Quarter 2 & 3			0	
A4	CCTV Equipment	Alloa	75,000	1,125		1,125	75,000	0	-	-				0	
A5	St Mungo's Primary School	Alloa	1,000	0		0	1,000	0	-	-	Feasibility studies in 17/18	0		0	
A9	Heritage Improvements	Alloa	24,790	90		90	24,790	0	-	-	Final Invoices for 16/17 project			0	
A46	ALLOA SECONDARY SCHOOL SUPPORT	Alloa	11,000	0		0	11,000	0	-	-	Majority of works to be undertaken in Quarter 2 & 3			0	
A51	Regeneration Speirs Centre	Alloa	74,280	86,199		86,199	86,200	11,920	-	11,920	Project complete	11,920		11,920	
A53	Alloa Town Hall	Alloa	9,720	1,200		1,200	9,720	0	-	-	Final Invoices only for 16/17 project			0	
A54	Bowmar Area Enhancements	Alloa	8,870	0		0	8,870	0	-	-	Final Invoices only for 16/17 project			0	
A55	Kelliebank	Alloa	300,000	3,061		3,061	0	(300,000)	(300,000)	-	Further investigation works required before this project can proceed further.		(300,000)	(300,000)	
TOTAL Alloa Area			815,700	171,513	0	171,513	527,620	(288,080)	(300,000)	11,920		11,920	(300,000)	(288,080)	
Tullibody/ Sauchie/ Clackmannan Area															
A12	Schools ICT Replacement	Lornhill Academy	46,000	1,703		1,703	46,000	0	-	0	Work being carried out Q2 to Q3 (summer and oct breaks)			0	
A13	Sauchie Hall Locality Hub	Sauchie	90,000	0		0	0	(90,000)	-	(90,000)	Due to structural issues a survey and feasibility study is required which has delayed this project.		(90,000)	(90,000)	
A14	Deerpark Primary	Sauchie	34,000	(7,705)		(7,705)	0	(34,000)	-	(34,000)	Retention awaiting final valuation. Enabling funds from Hub used for feasibility studies. Project delayed to future years.		(34,000)	(34,000)	
A15	Craigbank Primary School Refurbishment	Sauchie	628,000	0		0	0	(628,000)	(578,000)	(50,000)	Project delayed		(628,000)	(628,000)	
A17	St Serfs Primary School	Tullibody	33,000	495		495	33,000	0	-	0	Majority of works to be undertaken in Quarter 2 & 3			0	
A18	School Estate - Tullibody South Campus	Tullibody	1,825,000	15		15	1,825,000	0	(2,024,630)	2,024,630	Build to commence in 18/19 Budget realigned to reflect the Stage 1 completion planned for August 2017 as per council report 31st August 2017			0	
A19	Village and Small Town Initiative including safer routes to communities	Tullibody	502,100	(691)		(691)	502,100	0	-	0	Budget increased as per Council Report on 31st August 2017			0	
A20	Network Infrastructure Improvement	Tullibody	200,000	800		800	5,000	(195,000)	-	(195,000)	Due to timeline for Tullibody South, main works for this project will not be started until 18/19. Minor fees only in 17/18.		(195,000)	(195,000)	
A23	Park, Play Area & Open Space Improvements	Tullibody / Clackmannan	50,000	10,127		10,127	50,000	0	-	0	All equipment and materials for safety surfacing have all been received. Works being completed by Land Services before the year end.			0	
A24	Street Lighting Improvements	Tullibody/ Clackmannan	450,000	92,044		92,044	450,000	0	-	0	Related to A31 - works ongoing and to be completed by 31 March			0	
A25	Clackmannan Primary School Refurbishment/Locality Hub	Clackmannan	1,562,500	31,246		31,246	1,307,870	(254,630)	-	(254,630)	Grant income received from SFT, budget required is therefore reduced in 17/18.	(254,630)		(254,630)	
A57	Clackmannan Regeneration Project (Council)	Clackmannan	450,000	361,166		361,166	0	(450,000)	(450,000)	0	Main St Project & Lochies Road Project both under construction. Government Grant to be spent before Council budget. Council element to be used in 18/19 to finalise project.	(450,000)		(450,000)	
A57 B	Clackmannan Regeneration Project (Grant Funding)	Clackmannan	1,590,000	0		0	1,572,927	(17,073)	(17,073)	0	Main St Project & Lochies Road Project both under construction - Offset by Income G3	(17,073)		(17,073)	
A59	Fishcross Puffin Crossing	Fishcross	40,000	0		0	40,000	0	-	0	Design in progress			0	
A60	Community Enterprise Hub	Clackmannan	93,000	0		0	93,000	0	-	0				0	
A61	Banchory Primary School	Tullibody	238,000	242,980		242,980	242,980	4,980	-	4,980	Project complete	4,980		4,980	
A62	Fishcross Primary School	Fishcross	17,000	0		0	17,000	0	-	0	Majority of works to be undertaken in Quarter 3 & 4			0	
A63	Sauchie Nursery School	Sauchie	240,000	0		0	240,000	0	-	0	Additional funding from Government for 1140 hours early years			0	
TOTAL Tullibody/ Sauchie/ Clackmannan Area			8,088,600	732,180	0	732,180	6,424,877	(1,663,723)	(3,069,703)	1,405,980		(266,723)	(1,397,000)	(1,663,723)	
Hillfoots Area (Alva/Tillicoultry/Menstrie/Dollar)															
A29	Allotment Extension	Tillicoultry	10,000	0		0	10,000	0	-	0	Working with Greenspace Scotland to develop a solution for the site (which has been identified as being contaminated). Stirling University interested in assisting in food growing initiative. It is envisaged that the budget will be fully utilised within this financial year.			0	
A30	Flood Prevention Generator	Tillicoultry	20,000	7,110		7,110	20,000	0	-	0	Works being undertaken by PCU			0	
A31	Street Lighting Improvements	Tillicoultry / Alva	1,215,040	498,497		498,497	1,215,040	0	-	0	Related to A24 - works ongoing and to be completed by 31 March			0	
A32	Schools ICT Replacement	Alva Academy	47,000	0		0	47,000	0	-	0	Work being carried out Q2 to Q3 (summer and oct breaks)			0	
A33	Alva Community Campus/Locality Hub/ Primary school	Alva	554,460	21,986		21,986	304,460	(250,000)	-	(250,000)	Majority of works to be undertaken in Quarter 2 & 3. Other works to be completed in 18-19		(250,000)	(250,000)	
A35	Hillfoot Glens - Upgrading	Alva	16,000	0		0	16,000	0	-	0	A consulting engineer is currently being appointed to develop the design & specification for the work. Following receipt of the specification a contractor will be procured to undertake the works. The works will be completed by 31st March 2018			0	
A38	Menstrie Primary School	Menstrie	164,330	29,980		29,980	64,330	(100,000)	-	(100,000)	Significant investment required in future years, alarms & fire doors only in 17/18		(100,000)	(100,000)	
A39	New Cemetery	Dollar	200,000	418		418	200,000	0	-	0				0	
A40	Village and Small Town Initiative including Playing field devel	Dollar	125,000	0		0	125,000	0	-	0				0	

			Amended Budget 17/18 £	Expenditure as at 31.8.17 £	Income as at 31.08.17 £	Net Expenditure as at 31.08.17 £	Projected out-turn to 31.3.18 £	Projected (Under) / Over spend as at 31.3.18 £	Projected (Under) / Over spend June 17 £	Movement from June to August £	Comments	Savings £	Carry Forward to 18/19 £	Projected (Under) / Over spend as at 31.3.18 £
A65	Coalsnaughton Primary school	Coalsnaughton	26,000	0		0	26,000	0	-	0	Majority of works to be undertaken in Quarter 2 & 3			0
A47	Strathdeven Primary	Dollar	6,000	2,272		2,272	6,000	0	-	0	Retention awaiting valuation			0
TOTAL Hillfoots Area (Alva/Tillicoultry/Menstrie/Dollar)			2,383,830	560,263	0	560,263	2,033,830	(350,000)	0	(350,000)		0	(350,000)	(350,000)
All Clackmannanshire Areas - not seperated into an area														
A42	Schools ICT Replacement - All primaries	All Clackmannanshire	100,000	7,492		7,492	100,000	0	-	-	Work being scoped over the summer, carried out Q3/4			0
A43	Community Empowerment	All Clackmannanshire	125,000	0		0	125,000	0	-	-	Further discussions with portfolio holders required			0
A44	2yr Old School Development	All Clackmannanshire	37,000	-		0	37,000	-	-	-	Additional funding from Government for 1140 hours early years to be allocated to nurseries for adaptations			-
A50	Free School Meal Equipment	All Clackmannanshire	7,110	28,144		28,144	7,110	-	-	-	Final Invoices only for 16/17 project			-
A67	City Deal	All Clackmannanshire	500,000	350		350	250,000	(250,000)	(250,000)	0	Anticipated Timescale of Development work longer than expected. Awaiting decision from Scottish Government before commencement of projects, which will be completed over a 2 year period.		(250,000)	(250,000)
TOTAL All Clackmannanshire Areas - not seperated into an area			769,110	35,986	0	35,986	519,110	(250,000)	(250,000)	0		0	(250,000)	(250,000)
Total (A) Total Corporate Asset Management Strategy			12,057,240	1,499,941	0	1,499,941	9,505,437	(2,551,803)	(3,619,703)	1,067,900	Budget Re-alignment	(254,803)	(2,297,000)	(2,551,803)
(B) Property Asset Management Strategy :														
B1	Statutory Compliance DDA Schools	All Clackmannanshire	16,000	-		0	16,000	-	-	-	Majority of works to be undertaken in Quarter 2 & 3			-
B2	Compliance - Asbestos Removal (Schools)	All Clackmannanshire	40,000	-		0	40,000	-	-	-	Majority of works to be undertaken in Quarter 2 & 3			-
B3	Childcare Residential Unit	tbc	25,000	-		0	25,000	-	-	-				-
Total (B) Total Property Asset Management Strategy :			81,000	0	0	0	81,000	0	0	0		0	0	0
(C) Roads Asset Management Strategy :														
C2	- Flood Prevention	All Clackmannanshire	86,000	-		0	86,000	-	-	-	Project briefs & procurement in preparation			-
C3	- Cycle Routes	All Clackmannanshire	80,000	-		0	430,000	350,000	-	350,000	Offset by income from Sustrans	350,000		350,000
C4	- Carriageways	All Clackmannanshire	1,450,000	723,349		723,349	1,450,000	-	-	-	Proceeding as planned - full budget will be spent			-
C5	- Footways	All Clackmannanshire	200,000	162,082		162,082	200,000	-	-	-	Proceeding as planned - full budget will be spent			-
C6	- Surface Treatment	All Clackmannanshire	100,000	100,000		100,000	100,000	-	-	-	Proceeding as planned - full budget will be spent			-
C7	- Bridge Improvements	All Clackmannanshire	111,000	67,715		67,715	111,000	-	-	-	Projects underway			-
C8	- Road Safety	All Clackmannanshire	131,200	55,283		55,283	131,200	-	-	-	Projects underway			-
C9	- Lighting Replacement	All Clackmannanshire	250,000	301,391		301,391	250,000	-	-	-	Proceeding as planned - full budget will be spent			-
C10	Road & Footpath Improvements	All Clackmannanshire	155,000	31,310		31,310	155,000	0	-	-	Proceeding as planned - full budget will be spent			0
Total (C) Total Roads Asset Management Strategy :			2,563,200	1,441,130	-	1,441,130	2,913,200	350,000	-	350,000	Offset by income from Sustrans	350,000	-	350,000
(D) Lands Asset Management Strategy :														
D1	SWF/Wheeled Bins	Various	30,000	0		0	30,000	0	-	-				0
Total (D) Total Lands Asset Management Strategy :			30,000	-	-	-	30,000	-	-	-		-	-	-
(E) Fleet Asset Management Strategy :														
E1	Vehicle & Machinery Replacement	N/A	634,000	(142,942)		(142,942)	634,000	-	-	-				-
Total (E) Total Fleet Asset Management Strategy :			634,000	(142,942)	0	(142,942)	634,000	0	0	0		0	0	0
(F) IT Asset Management Strategy :														
F1	IT Infrastructure	tbc	169,800	154,160		154,160	169,800	-	-	-	Upgrade of security systems work ongoing			-
F2	Telecare	tbc	75,000	5,500		5,500	75,000	-	-	-	Annual Budget			-
F3	Social Services Integrated System	N/A	100,000	495		495	100,000	-	-	-	Project being initiated.			-
F4	Digital Transformation	N/A	200,000	4,663		4,663	200,000	-	-	-	Wifi work carried over Q1 expect invoicing Q2			-
F5	e-Building Standards	N/A	10,000	-		0	10,000	-	-	-	work scheduled Q3			-
F7	Financial Management System Replacement	N/A	0	383		383	-	-	-	-	Final Invoices only for 16/17 project			-
F8	CCTV - Kelliebank	N/A	60,000	-		0	60,000	-	-	-				-
F9	Technology Enabled Care	N/A	0	(150,000)		(150,000)	-	-	-	-				-
Total (F) Total IT Asset Management Strategy :			614,800	194,857	(150,000)	44,857	614,800	-	-	-		-	-	-
TOTAL CAPITAL PROGRAMME			15,980,240	2,992,986	(150,000)	2,842,986	13,778,437	(2,201,803)	(3,619,703)	1,417,900		95,197	(2,297,000)	(2,201,803)
(G) Income														
G1	Government Grant		(6,094,000)		(1,454,250)	(1,454,250)	(6,094,000)	0	-	-	Annual Government Grant			0
G2	Specific Government Grant - CWSS		(70,000)			0	(70,000)	0	-	-				0
G3	Clackmannan Regeneration		(1,590,000)		(1,572,927)	(1,572,927)	(1,572,927)	17,073	17,073	-	Offset by expenditure - A57B	17,073		17,073
G4	Dollar Development		(300,000)			0	(300,000)	0	-	-				0
G5	Scottish Future Trust Grant - Schools		0			0	(1,864,000)	(1,864,000)	(1,864,000)	0	SFT Grant Income	(1,864,000)		(1,864,000)
G6	Sustrans		0			0	(350,000)	(350,000)	(350,000)	(350,000)	Offset by expenditure - Cycle Routes C3	(350,000)		(350,000)
TOTAL CAPITAL PROGRAMME INCOME			(8,054,000)	0	(3,027,177)	(3,027,177)	(10,250,927)	(2,196,927)	(1,846,927)	(350,000)		(2,196,927)	0	(2,196,927)
NET CAPITAL PROGRAMME			7,926,240	2,992,986	(3,177,177)	(184,191)	3,527,510	(4,398,730)	(5,466,630)	1,067,900	Movement mainly due to Budget re-alignment for Tullibody South	(2,101,730)	(2,297,000)	(4,398,730)

Housing Capital Programme 2017-18 Period to August 2017		Project Code	17-18 Net Budget	Net Expenditure to 31/08/17	Budget to 31/08/17	Forecast as at 31/03/18	Actual to Budget Variance	Forecast to Budget Variance	Comment	C/F to 2018-19
SCOTTISH HOUSING QUALITY STANDARD										
TACKLING SERIOUS DISREPAIR PRIMARY BUILDING ELEMENTS										
Structural Works										
Asbestos Testing for Council Houses 2013-17										
Asbestos Removal Works for Council Houses 2013-17										
Structural Works										
10071 25,000 2,420 10,417 10,000 (7,997) (15,000) Reactive work that will be less than budget										
10072 125,000 0 52,083 50,000 (52,083) (75,000) as programme moves away from Kitchens.										
150,000 2,420 62,500 60,000 (60,080) (90,000)										
SECONDARY BUILDING ELEMENTS										
Damp/Rot										
2013-17 Damp & Rot Works										
Damp/Rot										
10074 70,000 8,890 19,000 70,000 (10,110) 0 Expenditure more likely in winter months										
70,000 8,890 19,000 70,000 (10,110) 0										
Roofs / Rainwater / External Walls										
2014-17 Roof & Render Upgrading Works										
Roofs / Rainwater / External Walls										
10076 3,012,000 436,250 1,200,000 1,600,000 (763,750) (1,412,000) Staffing resources are making the management of this programme difficult. Will be less than budget.										
3,012,000 436,250 1,200,000 1,600,000 (763,750) (1,412,000)										
Doors										
External Door Replacement 2014-18										
Window & Doors										
10077 10,000 0 3,000 10,000 (3,000) 0										
10,000 0 3,000 10,000 (3,000) 0										
Windows										
Window Replacement 2014-18 Sidey										
Window Replacement 2014-18 PCU										
Windows										
10078 1,000,000 651,712 416,665 1,000,000 235,047 0										
10139 960,000 71,697 190,000 960,000 (118,303) 0										
1,960,000 723,409 606,665 1,960,000 116,744 0										
5,052,000 1,168,549 1,828,665 3,640,000 (660,116) (1,412,000)										
ENERGY EFFICIENCY										
Full/Efficient Central Heating										
2013/16 Central Heating Replacement										
Bowmar Community Energy Savings Programme (CESP)										
2017/19 Central Heating Replacement										
Energy Efficiency Works										
Full/Efficient Central Heating										
10079 236,000 55,878 80,000 100,000 (24,122) (136,000) Forecast now less than budget										
10080 183,000 0 0 0 0 (183,000) Solution to this may now involve project moving to Roofing programme.										
10157 800,000 0 100,000 800,000 (100,000) 0 Programme started PH Jones. Managing resouces still stretched.										
10142 500,000 0 6,250 350,000 (6,250) (150,000) Returned tender competitively priced										
1,719,000 55,878 186,250 1,250,000 (130,372) (469,000)										
1,719,000 55,878 186,250 1,250,000 (130,372) (469,000)										
MODERN FACILITIES & SERVICES										
Kitchen Renewal										

Kitchen Replacement 2014-17	10082	91,000	0	0	0	(91,000)		New Contract now in place	
Kitchen Replacement 2017-20	10158	1,365,300	0	1,000,000	0	(365,300)		Property Contracts other commitments will mean less replacements than budgeted.	
Kitchen Renewal		1,456,300	0	1,000,000	0	(456,300)			
Bathrooms									
2016-20 Bathroom Replacements PCU Team	10141	50,000	0	50,000	0	0			
Bathrooms		50,000	0	50,000	0	0			
		1,506,300	0	1,050,000	0	(456,300)			
HEALTHY, SAFE & SECURE									
Safe Electrical Systems / CO Detectors									
Safe Electrical Rewire 2013-17	10087	740,000	178,787	308,335	740,000	(129,548)	0		
Safe Electrical Testing	10159	60,000	0	0	60,000	0	0	May now be undertaken by Private firm.	
Safe Electrical Systems		800,000	178,787	308,335	800,000	(129,548)	0		
Communal Areas (Environmentals)									
2011-15 Rep/Up Door Entry Systems	10089	52,000	618	6,500	52,000	(5,882)	0		
External Works : Fencing, Gates, Paths	10090	125,000	0	0	125,000	0	0	Contractor appointed and programme identified.	
Door Entry Upgrade Term Contract 2016-20	10160	125,000	0	15,625	125,000	(15,625)	0	Contractor appointed and programme identified.	
Communal Areas (Environmentals)		302,000	618	22,125	302,000	(21,507)	0		
		1,102,000	179,405	330,460	1,102,000	(151,055)	0		
NON-SHS ELEMENTS									
PARTICULAR NEEDS HOUSING (CITC)									
Conversions & Upgradings									
Conversions & Upgradings	10092	98,000	1,930	0	98,000	1,930	0	Bungalow conversion finished by Autumn	
Conversions & Upgradings		98,000	1,930	0	98,000	1,930	0		
Disabled Adaptations									
Aids & Adaptations 2013-17	10161	50,000	0	6,250	50,000	(6,250)	0		
Disabled Adaptations		50,000	0	6,250	50,000	(6,250)	0		
Environmental Improvements									
HRA Roads & Footpaths Improvements	10099	100,000	0	12,500	100,000	(12,500)	0	Dependent on Roads having available resources.	
MCB Tenant Community Improvement Fund	10100	278,000	5,157	20,000	278,000	(14,843)	0	Dependent on Land Services having available resources.	
Environmental Improvements		378,000	5,157	32,500	378,000	(27,343)	0		
		526,000	7,087	38,750	526,000	(31,663)	0		
Council New Build Housing (Transforming Communities)									
Hallpark New Build	10103	25,000	0	0	25,000	0	0		
New Build - Fairfield School	10104	31,000	0	0	31,000	0	0		
New Build - Tilly Community Centre Phase 1a	10107	11,000	0	0	31,000	0	20,000	Retention greater than anticipated.	
New Build - Tilly Community Centre Phase 1b/OTSP Refurbishment		0	0	0	0	0	0		
New Build - Tilly Community Centre Phase 2	10109	20,000	0	0	20,000	0	0		
The Orchard		0	0	0	0	0	0		
Off The Shelf Purchase	10105	820,000	247,759	300,000	309,500	(52,241)	(510,500)	Five properties purchased to date.	
Off The Shelf Refurbishment	10106	40,000	1,458	15,000	40,000	(13,542)	0		
Council New Build Housing (Transforming Communities)		947,000	249,217	315,000	456,500	(65,783)	(490,500)		
		947,000	249,217	315,000	456,500	(65,783)	(490,500)		

Other Costs / HBMS								
Construction Design Management	10143	20,000	15,126	15,000	20,000	126	0	
Computer Equipment - New (HBMS)	10111	60,000	12,712	25,000	60,000	(12,288)	0	
Lead Piping Replacement	10166	20,000	0		20,000	0	0	Work planned for Tillicoultry
Other Costs / HBMS		100,000	27,838	40,000	100,000	(12,162)	0	
		100,000	27,838	40,000	100,000	(12,162)	0	
TOTAL CAPITAL EXPENDITURE		11,102,300	1,690,394	2,801,625	8,184,500	(1,111,231)	(2,917,800)	
Sale of Council Property								
Sale of Council Houses	10112	0	(417,076)	0	(448,000)	(417,076)	(448,000)	Balance of Houses not settled by March 2017.
Sale of Council Property		0	(417,076)	0	(448,000)	(417,076)	(448,000)	
NET EXPENDITURE		11,102,300	1,273,318	2,801,625	7,736,500	(1,528,307)	(3,365,800)	183,000

POLICY SAVINGS

Appendix E

Service	Saving Type	Reference	Saving Description	Year One Saving (2017/18)	2017/18 Saving Green	2017/18 Saving Amber	2017/18 Saving Red	Description
				£	£	£	£	
Education	Policy	EDU 178 005	School crossing patrols	2,789	2,789	0	0	
Education	Policy	EDU 178 006	Sports Development Charges (academic year)	18,750	18,750	0	0	
Education	Policy	EDU 178 011	Music Tuition Fees	2,818	2,818	0	0	
Education	Policy	EDU 178 006	School efficiencies	200,000	200,000	0	0	
Corporate	Policy	COU 178 013	Capital Programme	129,000	129,000	0	0	
Corporate	Policy	COU 178 019	Refresh Income and Charging Strategy and Rates	60,000	60,000	0	0	Saving expected to be achieved but dependant on demand. Will be monitored throughout the year
D&E	Policy	DAE 178 011	Review of Council Depots	155,000	0	80,000	75,000	Saving of £155K this year based on staffing changes in security, mailroom and stores. As reported elsewhere on the agenda the full saving will not be achieved this year. There is a compensatory cash saving from the closure of Lime Tree House of £93,210.
D&E	Policy	DAE 178 004	Street Lighting	110,000	43,600	66,400	0	Full saving will be achieved over the life of the replacement project but likely that 30k may be rolled forward to 18/19.
D&E	Policy	DAE 178 001	Glenochil Prison Partnership Working.	6,000	6,000	0	0	
Housing	Policy	HCS 178 001	B&B Places	78,000	78,000	0	0	
Housing	Policy	HCS 178 008	Harmonise TU facilities time	11,236	11,236	0	0	
R&G	Policy	RAG 178 006	School meals	12,000	0	12,000	0	Implemented but saving may be impacted if take-up of school meals is reduced.
R&G	Policy	MCB RAG 039	Review of working week, role flexibility and other terms and conditions	363,000	0	0	363,000	Unsocial hours expenditure in 2016/17 was approx. £320k indicating potentially lower saving value. Council will have to dismiss and re-engage staff.
Social Services	Policy	SW 178 001	Respite care for adults	50,000	50,000	0	0	
Social Services	Policy	SW 178 002	Adult social work	542,000	0	542,000	0	Proceeding. Review activity underway. Can be impacted by unforeseen changes in demand for services. Budget forecasts indicate service levels continue to outstrip the budget.
Social Services	Policy		Children's Social Work	150,000	150,000	0	0	Proceeding - can be impacted by unforeseen events; plans in place for a further 3 young people to return from high cost placement home.
SCS	Policy	SCS 178 001	Review and target funding to voluntary organisations	37,500	37,500	0	0	
SCS	Policy	MCB SCS 006a	Roll out of hub model: Community and leisure Facilities	23,000	0	23,000	0	Working group set up to progress. Design and timeline issues being worked through. There will be a need for community engagement.
TOTAL				1,951,093	789,693	723,400	438,000	

40% 37% 22%

MANAGEMENT EFFICIENCIES

Appendix F

Service	Saving Type	Reference	Saving Description	Year One Saving (2017/18)	2017/18 Saving Green	2017/18 Saving Amber	2017/18 Saving Red	Description
				£	£	£	£	
Education	Management Efficiencies	EDU 178 017	Education staff budget	605,758	0	605,758	0	One year cash saving looking at secondary school management structures have been agreed. Discussions are ongoing with staff in central education team about changes in structure. This will be looked in detail in October 2017.
Corporate	Management Efficiencies	COU 178 017	Business process efficiencies	200,000	0	200,000	0	Scope agreed focussed on income maximisation and commissioning and procurement efficiencies. Project lead to be identified
D&E	Management Efficiencies	DAE 178 002	Environmental Health efficiencies	10,000	10,000	0	0	
D&E	Management Efficiencies	DAE 178 003	Trading Standards efficiencies	8,000	8,000	0	0	
D&E	Management Efficiencies	DAE 178 005	Fleet Review	83,720	0	83,720	0	Reduction in fleet asset is taking place but unlikely to achieve full savings in 17/18
D&E	Management Efficiencies	DAE 178 010	Review of Street Care	12,280	7,400	4,880	0	Unlikely to achieve full saving based on quarter one outturn projections.
D&E	Management Efficiencies	DAE 178 023	Business Loans fund	40,000	40,000	0	0	
D&E	Management Efficiencies	DAE 178 015	Waste treatment and refuse collection	110,000	0	110,000	0	Saving based on historic trend data and projections. Team Leader monitoring actual vs forecast position during year. Quarter 1 outturns reporting underspend in refuse collection.
D&E	Management Efficiencies	DAE 178 020	Standby for School Alarms	20,000	0	0	20,000	Delay in implementation due to staff absence. Interim staff cover being recruited.
D&E	Management Efficiencies	DAE 178 018	Catering Service efficiency and income	300,000	285,000	15,000	0	Saving likely to be met
D&E	Management Efficiencies	DAE 178 009	Building Standards Efficiencies	59,594	59,594	0	0	
D&E	Management Efficiencies	DAE 178 013	D&E Vacancy management	70,000	70,000	0	0	
D&E	Management Efficiencies	DAE 178 014	Storage lease (Meals on Wheels)	8,000	8,000	0	0	
D&E	Management Efficiencies	DAE 178 016	Modern Apprentice	40,000	40,000	0	0	
Housing	Management Efficiencies	HCS 178 003	Housing Budget realignment	53,543	53,543	0	0	
Housing	Management Efficiencies	HCS 178 004	Staffing: Housing	46,128	46,128	0	0	
Housing	Management Efficiencies	HCS 178 005	Housing budget realignment	600,000	600,000	0	0	Currently looking to achieve although monitoring in the months ahead will be required
Housing	Management Efficiencies	HCS 178 006	Housing Staffing costs	29,000	29,000	0	0	
Housing	Management Efficiencies	HCS 178 007	CCTV	15,000	15,000	0	0	
Housing	Management Efficiencies	HCS 178 008	Budget realignment (assets)	67,000	0	0	67,000	Moved across to Education. Discussions ongoing regarding charging this post to Capital
R&G	Management Efficiencies	RAG 178 001	Technology efficiency	40,000	12,000	28,000	0	Work ongoing but unlikely that saving will be fully met
R&G	Management Efficiencies	RAG 178 002	Training Budget	30,000	30,000	0	0	
R&G	Management Efficiencies	RAG 178 003	Voluntary Severance	250,000	164,187	85,813	0	This is a corporate saving and will come from approved VSs in all services not already provided for in agreed savings. VS is still open to any staff coming forward. VS will be publicised throughout the year. £164k achieved in year, £84k 2nd year effect.
R&G	Management Efficiencies	RAG 178 004	Flexible working	20,000	0	20,000	0	This will continue to be monitored.
R&G	Management Efficiencies	RAG 178 005	External Audit Fee	4,000	4,000	0	0	
SCS	Management Efficiencies	SCS 178 002	Strategy & Customer Services vacancy management	11,242	11,242	0	0	
SCS	Management Efficiencies	SCS 178 003	Strategy & Performance grant finder	3,600	3,600	0	0	
TOTAL				2,736,865	1,496,694	1,153,171	87,000	
					55%	42%	3%	

MANAGED CONTRACTION

Appendix G

Service	Saving Type	Reference	Saving Description	Year One Saving (2017/18)	2017/18 Saving Green	2017/18 Saving Amber	2017/18 Saving Red	Description
				£	£	£	£	
Education	Managed Contraction	Education	Reduction of posts in Sport, Youth, Central Support, Secondary School Management, teachers	101,671	101,671	0	0	£70k achieved via reduction in 2 posts. A further £30k identified through VS. Ongoing discussion with 4 Youth Workers to be concluded by December 2017. Service advised this saving will be met.
D&E	Managed Contraction	Development & Environment	Reduction of posts in Economic Development, Transportation, Estates	97,005	87,526	0	9,479	9,479 to be achieved in 18/19
Housing	Managed Contraction	Housing & Community Safety	Reduction of posts in Community Safety, Advice, Homelessness	84,378	84,378	0	0	employees accepted VR
R&G	Managed Contraction	Resources & Governance	Reduction of posts in Finance, IT and HR	44,919	44,919	0	0	Fully achieved
SCS	Managed Contraction	Strategy & Customer	Reduction of posts in Strategy & Performance, Customer Services and Business Support	63,288	63,288	0	0	Achieved
TOTAL				391,261	381,782	0	9,479	

SERVICE REDESIGN

Appendix H

Service	Saving Type	Reference	Saving Description	Year One Saving (2017/18)	2017/18 Saving Green	2017/18 Saving Amber	2017/18 Saving Red	Description
				£	£	£	£	
Education	Service Redesign	Senior Management Education	Contribution to secondary school management & design as part of managed contraction in senior management roles based on retirements, vacancies and /or severance	193,000	193,000	0	0	£176k achieved via reduction in DHT posts in Academies and vacant post. Balance of £17k to be identified once school budgets are realigned in October. Service have advised this saving will be met.
Corporate	Service Redesign	Chief Officer Reduction	Contribution to longer term managed contraction of Chief Officers based on voluntary severance and/or vacancies	170,000	85,000	85,000	0	Dependant upon reorganisation proposals
Social Services	Service Redesign	Social Services R	Redesign of Staffing further to cessation of shared services	100,000	100,000	0	0	Redesign signed off by Exec Team. Subject to implementation. Savings currently being achieved through vacancies.
TOTAL				463,000	378,000	85,000	0	

2016/2017 Year 2 Savings

Appendix I

				Year One Saving (2017/18)	2017/18 Saving Green	2017/18 Saving Amber	2017/18 Saving Red	Notes
				£	£	£	£	
Education				58,073	58,073	0	0	
Corporate				197,884	22,500	175,384	0	
Development & Environment				430,038	345,138	35,000	49,900	30% TVR Savings unachieved
Housing				55,587	55,587	0	0	
Resource & Governance				201,069	131,825	69,244	0	
Social Services				192,293	137,165	10,833	44,295	Unachieved TVR Savings
Strategy & Customer Services				127,138	127,138	0	0	
TOTAL 2016-17 Year 2 Savings				1,262,082	877,426	290,461	94,195	
					69.5%	23.0%	7.5%	

Report to Audit and Finance Committee, Clackmannanshire Council

Date of Meeting: 16 November 2017

Subject: Health and Social Care Partnership & Children's & Justice Services

Report by: Chief Officer, Integration Joint Board & Head of Service, Children's & Justice

1.0 Purpose

- 1.1. This paper provides the Audit and Finance Committee of Clackmannanshire Council with current information on the financial performance of the services within the Health and Social Care Partnership. The services have been delegated to the Chief Officer for operational management since 3 July 2017.
- 1.2. The report also updates the Committee on the financial performance of Children's and Justice Services.

2.0 Recommendations

- 2.1. The Committee is asked to note the projected overspend within the services delegated by the Integration Joint Board to Clackmannanshire Council and the key pressures outlined in Table 1.
- 2.2. To note the financial performance of Children's & Justice Services

3.0 Considerations

Health and Social Care Partnership

- 3.1. The budget was agreed by the Integration Joint Board on 29 March 2017. The budget delegated to Clackmannanshire is £15.343m in line with the payment transferred to the Board from Clackmannanshire Council as a constituent partner. Services delivered by Clackmannanshire Council are in line with the Strategic Plan and the Directions.
- 3.2. The current position reported to the Integration Joint Board on 18 October 2017 is a risk of over spend across the Partnership of £3.246m, an upward movement from the projection in August 2017 of £2.118m. The overall position is reported in the outturn grid below.

3.3. Table 1:

Budgets Delegated to:	Delegated Budget	Current Projection	Previous Projection	Movement
	£m	£m	£m	£m
Clackmannanshire Council	15.343	(1.853)	(1.246)	(0.607)
Stirling Council	31.414	(0.860)	(0.860)	0.000
NHS Forth Valley (excl Set-Aside for Large Hospitals)	110.497	(0.533)	(0.012)	(0.521)
PARTNERSHIP TOTAL	157.254	(3.246)	(2.118)	(1.128)

3.4. In table 1[above] the projected over spend in NHS Forth Valley primarily relates to the prescribing budgets and a considerable amount of work is taking place to address this situation.

3.5. In respect of Clackmannanshire the key projected areas of pressure are within the Residential and Nursing Homes budget @ £0.931m and in care at home @ £0.727m. The projected over spend is now 12.1% of the delegated budget.

3.6. The service continues to experience continuing increases in demand and activity in both of these key areas.

3.7. A session is due to take place in late November 2017 with the voting members of the Integration Joint Board to consider the current budget pressures across the Partnership.

Residential & Nursing Homes

3.8. We know from the Strategic Needs Assessment that the number of older people in the Clackmannanshire area is rising – in particular in the 75 years plus age group. The increasing number of older people requiring support is reflected across the Partnership and NHS Forth Valley services and nationally.

3.9. The residential and nursing home activity has seen a 9.7% increase across all care groups from 2016/17, but the bulk of the activity relates to older people.

Table 2:

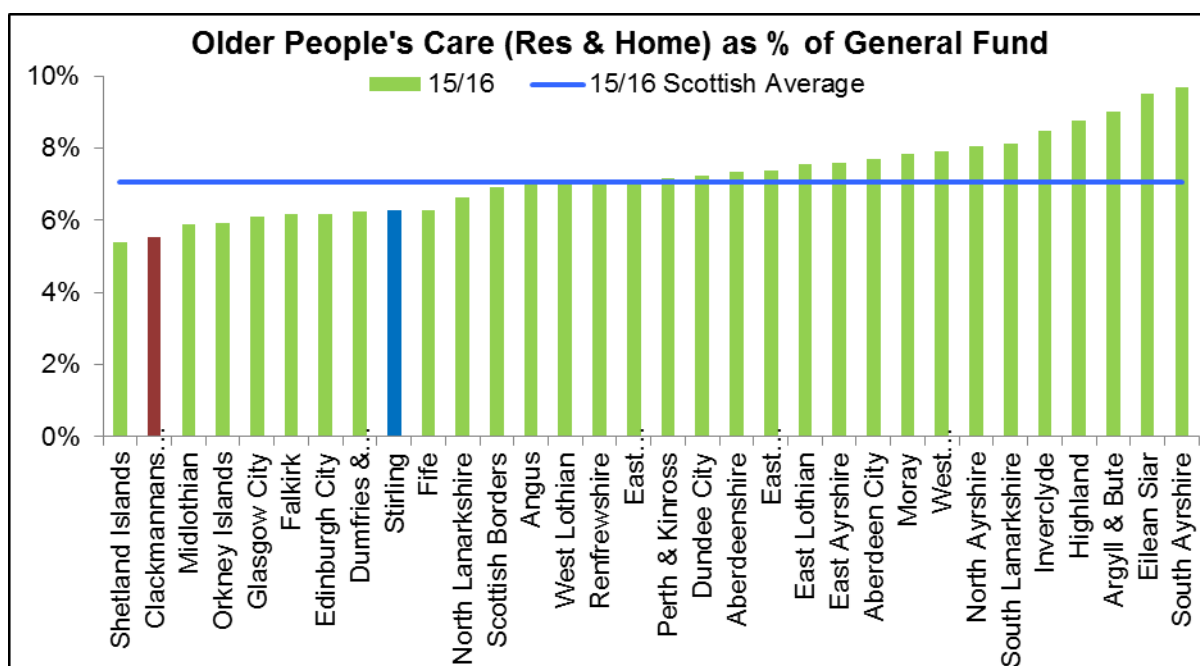
Month	Activity (All Care Groups)			Increase	
	Care Weeks	Bed Nights	Places	Places	%
Mar-17	10,161	71,127	195		
Sep-17	11,172	78,204	214	19	9.7%

3.10. Two thirds of the pressure relates to increased activity and a third due to increased costs in relation to the provisions of the National Care Home Contract, which sets out the costs of care home beds across Scotland and includes the impact of the implementation of the Scottish Living Wage within the rates. The service has a £1.049m cost increase compared to the previous year and is currently supporting 199

placements for older people over 65 years of age, with a further 15 people in privately run residential care homes.

- 3.11. The National Care Home Contract rate for placements is currently £667.09 per week.
- 3.12. A spot audit carried out of the care home placements in August 2017 confirmed that the placements being made were appropriate and the majority of people were over 75 years of age rising to people in their 90's. People had also been supported to live at home prior to admission to the care home and there was clear evidence of carer stress.
- 3.13. It is important to place the care home placement rate in context. This Partnership has a positive history of supporting people within their own homes – the recent performance report to the Integration Joint Board and the Annual Performance Report confirms that the Partnership and in particular Clackmannanshire supports more people at home than the Scottish average.
- 3.14. In addition there has been a relatively low spend [expressed as a % of the General Fund] on the care of older people. The 15/16 data in relation to spend on residential and nursing home beds as a % of the General Fund is shown below in table 3. Further updated data is due to be published by the Information Services Division of the Scottish Government by the end of 2017, which will give us a more accurate picture of the changing demand and spend across Scotland.

Table 3



- 3.15. The number of available placements within the Partnership is currently affected by a fire in a care home in the Fife area [where we had a number of placements] and a moratorium on another care home in Stirling stopping all new placements for the time being until care standards improve and are sustained. While this will limit the number of placements available further it will also place pressure on other areas such as care at home and hospital services.

Care at Home

- 3.16. Activity levels relating to care at home also continue to increase, reflecting the increasing pattern of referrals to the service as whole. The projected increase in hours being provided is 3.7% with the effect of this incorporated within the projected cost pressure of £0.727m.

Table 2

Other Cost Pressure Areas

- 3.17. There are a number of other areas of cost pressure indicated within the budget forecast including demand for respite, equipment and adaptations, and staffing costs due to absence levels, particularly within Menstrie House.

Delivery of Efficiency Programme

3.18. In	Care at Home Hours		
	2016/17	To March 17	548,855
	2017/18	September Projection	569,098
		Increase (%)	3.7%

common with all other services within Clackmannanshire Council the budget was set including efficiencies.

- 3.19. At this point in the financial year there is limited evidence of the impact of the delivery of the savings and efficiency programmes. Further to the agreement of the 2017/18 Partnership budget a savings programme totalling £1.2m was developed and the significant service change implications approved by the Integration Joint Board in June 2017 as part of a required Budget Recovery Plan.
- 3.20. The 2017/18 efficiency savings directly relating to Clackmannanshire and reported to the Council as part of the budget strategy paper are as detailed below:

SW 178 002	Policy	£524k	Proceeding. Review activity underway. Can be impacted by unforeseen changes in demand for services. Budget forecasts indicate service levels continue to outstrip the budget.
SW 178 001	Policy	£50k	Respite care for adults. On target to achieve savings in 17/18.

- 3.21. In addition to the above policy savings outlined to the Council the Integration Joint Board Budget Recovery Plan contains further activity to both develop services and align the spend to the available budget. An outline of the relevant areas of activity for Clackmannanshire is contained in appendix 1.
- 3.22. A range of short term management measures and longer term actions are also being developed to address the pressures. These are:

Short Term Management Actions

- Review of the management arrangements for Menstrie House and increased focus on absence management both within Menstrie and across the service areas. This includes a monthly absence management meeting.
- Monthly absence management meetings with HR established for each area of service to support the application of the attendance management policy.
- Review CCIS [the client based information system] and reconcile individual care plans to invoices. Over 5,000 desk top reviews have now taken place and an end of month reconciliation will now take place. The information on CCIS drives the projections for the budget and it is crucial that this is as accurate as possible.
- A further review of the invoicing system and the links to the care plans will also now take place. It would be beneficial for the Service to have some input from internal audit to support improvement and this request has now been made. There is considerable work ongoing within the Council to procure a new client based information system which should improve the links and information. In the short term we are reliant on a number of different systems to care plan, invoice providers and to record the budget.
- Vacancy management – only essential vacancies are now being filled. An example of an essential vacancy would be a care worker post within a registered service where there are Care Inspectorate minimum levels of staffing which must be maintained. A risk statement is prepared for any vacancies which are not filled.
- Eligibility criteria and service standards – the service has reviewed the service standards and is reviewing the application of the eligibility criteria for services to the top two tiers of 'critical' and 'substantial', meaning that only people with the greatest level of need will receive services. This is a measure previously agreed by the Council. It is a short term measure and is not sustainable over a longer period of time since it will lead to a deterioration in some of the key measures for the Partnership, build of waiting times for services and a reduction in the level of spend directed towards early intervention.
- A Resource Panel has been established covering all areas of the service to support joint, service manager decision making and equity of access to available resources. The Service Managers have lead responsibility for ensuring that there is no unavoidable expense and that the eligibility criteria for access to services is adhered to.

Longer Term Management Actions

- Carry out a base budget review of Menstrie to understand the full unit costs of provision and address the use of relief staffing. This action will be complete by end of November.

- Review of reablement care at home with support from iHUB to achieve the most cost effective service possible for the Partnership
- Review use of beds within Ludgate. This will be complete by December 2017
- Review use of rental properties across the service and where possible retract to a smaller, more sustainable number of buildings. The first stage of this will be complete by the end of December but the final outcome is dependent on the models for the delivery of learning disability and mental health services across the Partnership.
- Re focus individual reviews of need within older peoples and learning disability services. The reviews of individual needs are a key part of the management of resources and ensure that people have the right care to meet their needs. The individual reviews are ongoing and need to pick up pace to help address the pressures.

Children's & Justice

3.22 Budget

Children's and Justice Budget [2017/18] - £14.364m

As at March 2018 - £0.100k

Budget % - 0.61%

Over spend @ June 2017 - £0.88m

Variance Reduction – (£0.012)

- 3.23 Significant progress has been made on the management of the Children's Services budget; this is mainly due to robust budget management and gate keeping of resources. Of note is an underspend of £403,000 in residential school costs, this is attributed to more innovative care planning and alternative community based resources being utilised.
- 3.24 The main areas of pressure continue to be on external foster care placements. This matter is being addressed by robust foster care recruitment – the service are currently assessing 9 potential foster carers and, if all progress to become foster carers, this should contribute to lessen the spend on externally purchased placements.
- 3.25 The Service Managers have also modernised the recruitment adverts and processes which have assisted in recruiting a higher calibre of staff and the financial impact of this has reduced the spend on agency staff by 56%, and negated the need for the service to employ agency staff altogether.
- 3.26 The redesign of services and the establishment of the Intensive Family Support Service and Functional Family Therapy will offer strengthened community based resources to *Shift the Balance of Care* to supporting

children and their families at home, in their own communities when it is safe to do so.

4.0 Conclusions

Health and Social Care Partnership

- 4.1 This report sets out the significant areas of challenge for the Health and Social Care Partnership services. While the projections do relate to a relatively early period of the financial year and have the potential to be improved through efforts to deliver the savings and efficiency programmes and improved management of processes there is an increasing risk that the budget will be over spent in year.
- 4.2 There are limited options for the service to reduce costs further in year set against increasing evidence of demand and increased complexity. This, coupled with the anticipated financial outlook for future years, indicates the need for a far more radical approach to service design and delivery than has been taken thus far. The traditional approach to savings and efficiencies taken in recent years is having a diminishing return and, whilst still of some value, will not in itself deliver sustainable service models in the face of reducing resources, increasing demand and complexity.
- 4.3 It is critical that efforts to further examine and design sustainable service delivery models continues to take place and in a collegiate manner across the Partnership while supporting and maximising further opportunities for integration of services.

Children's & Justice

- 4.4 The work taking place to develop the services and the impact is outlined above.

5 Sustainability Implications

- 5.1 As noted within the body of the paper.

6 Resource Implications

- 6.1 *Financial Details*
- 6.2 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes X
- 6.3 Finance have been consulted and have agreed the financial implications as set out in the report. Yes X
- 6.4 *Staffing- not applicable*

7 Exempt Reports

7.0 Is this report exempt? No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

(2) **Council Policies** (Please detail)

8.0 Equalities Impact

8.1 Equalities and Human Rights Impact Assessment is not required at this stage in relation to the report, which is for noting. Yes No

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

10.0 Appendices

APPENDIX 1 - BUDGETS DELEGATED TO CLACKMANNANSHIRE COUNCIL			
	Annual Budget £m	Projected Expenditure £m	Projected Variance £m
Employee Related Expenditure	7.306	7.280	0.026
Premises Related Expenditure	0.011	0.011	0.000
Transport Related Expenditure	0.048	0.043	0.005
Supplies and Services	0.376	0.496	(0.120)
Misc Third Party Payments	0.569	0.300	0.269
Transfer Payments	0.442	0.604	(0.162)
Nursing Homes	7.049	7.980	(0.931)
Residential Homes	2.903	3.172	(0.269)

Housing with Care	0.257	0.218	0.039
Respite	0.000	0.197	(0.197)
Care at Home	6.665	7.392	(0.727)
Day Care	0.327	0.302	0.025
Housing Aids and Adaptations	0.202	0.202	0.000
Management Support	0.129	0.129	0.000
Strategy Services	0.110	0.110	0.000
Garden Aid	0.105	0.105	0.000
Resource Transfer (Health)	(6.161)	(6.162)	0.001
Income	(4.995)	(5.185)	0.190
Grand Total	15.343	17.195	(1.853)

Appendix 2 – Budget Recovery Plan

The following is an extract from the wider Budget Recovery Plan for the Integration Joint Board. The longer term actions are part of the Transforming Care programme, which are reported to the Board.

IJB Ref	Action	Svce Manager /owner	Sub Action	MCB Ref	Notes
1b	Review of needs [general]	Linda Melville	Review all care packages for older adults over 7 hrs per week [excluding LD & MH]	SW 008 172	Review programme underway.
2b	Care at Home	Janice Young	Review of Care at Home model including reablement	-	Transforming Care
3b	Commissioned Services	Jim Robb	Review 3 rd Sector Services- LD & MH	-	
4b	Learning Disability	Jim Robb	Review all LD care packages		
5b	All Care Groups	Jim Robb/Janice Young	Review respite		
6	Learning Disability	Jim Robb	Review operational model for LD service		Transforming Care
8a	Mental Health	Jim Robb	Review operational model for MH service		Transforming Care
8b	Mental Health	Jim Robb	Review all MH care packages		
10	Menstrie House	Janice Young	Review baseline budget, building review & model of care		Transforming Care
11b	Ludgate	Janice Young	Day Care review		Transforming Care- with NHS services
12a	ADL & Equipment	Linda Melville & Janice Young	Review standards & eligibility with Stirling		

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)


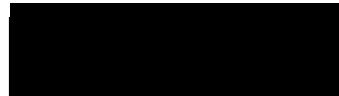
Yes (please list the documents below) No

Integration Joint Board *Financial Report 18 October 2017*

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Shiona Strachan	Chief Officer	Extension : 2018
Celia Gray	Head of Service & CSWO	Extension : 5017

Approved by

NAME	DESIGNATION	SIGNATURE
Shiona Strachan	Chief Officer, Health & Care Integration	
Nikki Bridle	Depute Chief Executive	

Report to: Audit and Finance Committee

Date of Meeting: 16 November 2017

Subject: Internal Audit Progress Report 2017/18

Report by: Internal Audit Manager

1.0 Purpose

- 1.1. The purpose of this report is to provide an update on progress with completing the 2017/18 Internal Audit Plan.

2.0 Recommendations

- 2.1. The Committee is asked to note progress being made with completing the 2017/18 Internal Audit Plan.

3.0 Progress With Completing 2017/18 Internal Audit Plan

- 3.1. The Plan was agreed by Audit and Finance Committee on 16 March 2017. It set out sixteen assignments to be completed by the team during the year. One additional review, on the validation of the Council's submission in relation to the Public Body Duties set out in the Climate Change (Scotland) Act 2009, has been requested by Development and Environmental Services. This work is underway, and will be completed in line with required timescales and within the existing work plan.
- 3.2. The status of each assignment is attached at Appendix 1. Eleven of the seventeen planned / additional reviews have been started, or have been completed to draft or final report stage.
- 3.3. Summaries of the scope of, and findings arising from assignments finalised since the last Committee are set out in Appendix 2. Of the 5 pieces of work completed only 1 required to have an assurance level, the audit on sundry debtors, and substantial assurance was given.
- 3.4. Definitions of the assurance categories used by Internal Audit are set out at Appendix 3.

4.0 Conclusions

4.1. The team are making good progress with 2017/18 Internal Audit work. This will contribute to a balanced and evidenced based year end opinion on arrangements for risk management, governance, and control.

5.0 Sustainability Implications

5.1. None noted

6.0 Resource Implications

6.1. *Financial Details*

6.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

6.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

6.4. *Staffing*

7.0 Exempt Reports

7.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

8.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

(2) **Council Policies** (Please detail)

9.0 Equalities Impact

9.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes No

10.0 Legality

10.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

11.0 Appendices

11.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

- **Appendix 1:** Internal Audit Plan 2017/18 – Progress at October 2017
- **Appendix 2:** Summary of Findings from Assignments Complete to Final Report Stage – NOT Previously Reported to Committee
- **Appendix 3:** Definition of Internal Audit Assurance Categories

12.0 Background Papers

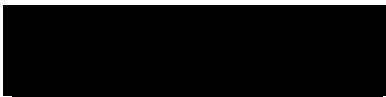

12.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Gordon O'Connor	Internal Audit Manager	07872 048 030

Approved by

NAME	DESIGNATION	SIGNATURE
Stephen Coulter	Head of Resources and Governance	
Nikki Bridle	Depute Chief Executive	

Internal Audit Plan 2017/18 – Progress at October 2017

Planned Assignments (as per 2017/18 Internal Audit Plan)			
	Service	Assignment	Status
1.	All Services	Pensions Transactional Testing	Not Started
2.	Resources and Governance / All Services	Payroll Transactional Testing	Not Started
3.	Resources and Governance / All Services	Recruitment and Selection	FINAL REPORT ISSUED
4.	Housing and Community Safety / All Services	Sundry Debtors	FINAL REPORT ISSUED
5.	Resources and Governance / All Services	Procurement / Contract Monitoring	In Progress
6.	Resources and Governance	Cyber Security	In Progress
7.	Social Services	Public Protection (Children and Adults) - Governance	Not Started
8.	Social Services / Education Services	Social Care and Education Transport	In Progress
9.	All Services	Cash and Income Collection	FINAL REPORTS ISSUED
10.	Education Services	Pupil Equity Fund	Not Started
11.	All Services	Follow Up of Internal Audit Recommendations	In Progress and Ongoing
12.	All Services	Ad Hoc / Consultancy Work	In Progress and Ongoing
13.	All Services	National Fraud Initiative	In Progress and Ongoing
14.	All Services	Continuous Auditing	In Progress and Ongoing
15.	Clacks and Stirling IJB	To Be Confirmed	Not Started
16.	Central Scotland VJB	To Be Confirmed	Not Started

Additional Assignment			
	Service	Assignment	Status
1.	Development and Environmental Services	Validation of Climate Change (Scotland) Act 2009 Return	In Progress

**Summary of Findings from Assignments Complete to Final Report Stage –
NOT Previously Reported to Committee**

No.	Assignment Area and Service	Assurance and Key Findings
1.	<p>Sundry Debtors (Transactional Testing)</p> <p>Resources and Governance / All Services</p>	<p>Substantial Assurance</p> <p>This review focussed on transactional testing of new sundry debtor accounts, changes to sundry debtor accounts, and the raising of sundry debtor invoices. We also tested arrangements for debt management, arrears, and write off in relation to a sample of Council Tax, Non Domestic Rates, Sundry Debtor, and former tenant arrears transactions.</p> <p>In overall terms, we found the arrangements for identifying and recording sundry debtor payments to be robust, with debt write offs for the 2016/17 financial year authorised in line with the Council's Recovery and Write Off Policy.</p> <p>We did, however, note a number of areas where there was scope for further improving the existing control framework.</p> <p>We found several instances where the audit trail was incomplete and, in particular, there was a lack of documentation being retained by Services to support new or amended debtor accounts or the cancellation of invoices. We recommended that the authorisation arrangements within Services for these transactions are reviewed to ensure they are consistent and are being authorised by the appropriate Officer.</p> <p>We suggested that the functionality of the Tech One system be utilised to enable supporting documentation to be held electronically. This links into work already being progressed by the Revenues and Tech One teams on making improvements to the invoicing and recovery processes.</p> <p>We also found there to be a need for establishing written procedures for creating or amending debtor accounts, raising or cancelling invoices, and for identifying accounts for write off.</p>
2.	<p>Cash and Income Collection – Speirs Centre</p> <p>Strategy and Customer Services</p>	<p>Not Applicable as carried out on a spot check basis</p> <p>Internal Audit reviewed cash handling, security, and banking arrangements at the Rent Office in the Speirs Centre.</p> <p>At the time of the visit the cash floats and income collected reconciled, and arrangements for the handover of income to the external security firm for banking were operating effectively.</p> <p>There was, however, some scope for improving the framework of control. In particular we found there to be a need to ensure that:</p> <ul style="list-style-type: none"> • up to date written income handling, banking, and security procedures are in place; • cash drawers are locked when not in use, with excess cash stored securely in the safe; and • the physical security of the office is reviewed and improved.

No.	Assignment Area and Service	Assurance and Key Findings
3.	<p>Follow Up of Internal Audit Recommendations</p> <p>All Services</p>	<p>Internal Audit have worked with the Performance and Change team to develop Pentana reporting functionality to capture all of the recommendations made previously by Internal Audit that are now past their agreed implementation date.</p> <p>The recommendations captured within the report do, in some instances, relate to audit work undertaken a number of years ago. Given that the risk profile of the Council, and the external environment within which the Council operates, has changed significantly in recent years, it would not make sense to ask Services to now follow up on all recommendations made previously.</p> <p>Rather, an initial sifting of previous recommendations is underway, in conjunction with Services, to identify those to which priority should continue to be given.</p> <p>This will allow Internal Audit to work with Services to ensure that appropriate and proportionate actions are taken to address recommendations made in previous years, and will form the basis of future reporting to Committee.</p>
4.	<p>Ad Hoc / Consultancy Work</p> <p>All Services</p>	<p>The Public Sector Internal Audit Standards are very clear that the role of Internal Audit encompasses assurance and consultancy activity. As part of our 2017/18 Internal Audit Plan, time was specifically set aside for undertaking ad hoc and consultancy work (either at the request of Services, or as a result of new or emerging risks). To date, Internal Audit have input to, or been involved in, the following:</p> <ul style="list-style-type: none"> • attended, and contributed to, meetings of the corporate Risk and Integrity Forum; • input to review and update of Local Code of Governance; • input to collation of CIPFA Director of Finance group performance indicator return; • worked with Payroll Team Leader to help enhance payroll checking regime; and • finalised previous year's audits.
5.	<p>National Fraud Initiative</p> <p>All Services</p>	<p>The purpose of the NFI exercise is to review and investigate the outcomes of data matching undertaken by Audit Scotland on behalf of the Cabinet Office. Matches cover areas such as Payroll, Pensions, Housing and Council Tax Benefit, Council Tax Single Person Discount, and Creditors.</p> <p>The Head of Resources and Governance and Internal Audit Manager act as joint Key Contacts for NFI, and a separate paper on today's agenda provides more information on progress to date.</p>

Definition of Internal Audit Assurance Categories

Level of Assurance	Definition
Substantial assurance	Largely satisfactory risk, control, and governance systems are in place. There is, however, some scope for improvement as current arrangements could undermine the achievement of objectives or leave them vulnerable to error or abuse.
Limited assurance	Risk, control, and governance systems have some satisfactory aspects. There are, however, some significant weaknesses likely to undermine the achievement of objectives and leave them vulnerable to an unacceptable risk of error or abuse.
No assurance	The systems for risk, control, and governance are ineffectively designed and operated. Objectives are not being achieved and the risk of serious error or abuse is unacceptable. Significant improvements are required.

Report to: Audit and Finance Committee

Date of Meeting: 16th November 2017

Subject: The National Fraud Initiative

Report by: Head of Resources & Governance

1.0 Purpose

- 1.1. Following the report by the council's External Auditor presented to Council in September and the attention drawn to the Council's performance on investigating National Fraud Initiative (NFI) matches, this report updates Committee on progress to date and provides some context on the national NFI exercise and the circumstances that led to the lower than expected match investigations

2.0 Recommendations

- 2.1. The Committee is invited to note the background, current context and the progress that has been made.

3.0 Considerations

- 3.1 The National Fraud Initiative (NFI) is a counter-fraud exercise coordinated in Scotland by Audit Scotland that runs every two years. It matches electronic data within and between public bodies to find fraudulent or mistaken payments made by participating public bodies. In the past 10 years, over £110m of "fraud and error" has been uncovered in Scotland.

- 3.2 The recovered money is the result of overpayments and incorrect discounts and benefits being paid, such as pensions paid into accounts of people who have died or housing benefit paid to students. Other areas include:

- Blue Badges still being provided to deceased persons,
- employees connected to external companies that the employee may not have declared as an interest,

- a person's immigration status and whether they have a 'right to in the UK

3.3 More than 100 public bodies across central government, local government and health participated in the last NFI, which led to 5,939 overpayments worth approximately £4.6m being recovered.

3.4 A total of £16.8m worth of error was recorded in the two years since the previous NFI report in 2014, including 4,846 council tax discounts reduced or cancelled, 194 pensions stopped, 3,073 blue badges stopped or flagged up for further checks and 868 housing benefit payments stopped or reduced (national figures).

3.5 This brings the cumulative total since the NFI began in 2006 to £110m in Scotland and £1.39bn across the UK.

3.6 The figures include detected fraud, error, overpayments and recoveries as well as estimated future losses that have been prevented.

4.0 NFI in Clackmannanshire: Brief Analysis of the 2016/17 NFI Exercise

4.1 Clackmannanshire Council has been an active participant in the NFI since its inception. The Council has always and still does value the benefit of identifying fraud and error which also aligns with the CIPFA/Accounts Commission recommendations for 'protecting the public pound' (2008).

5.0 2016/17 NFI Exercise

5.1.1. Clackmannanshire Council provided Audit Scotland with the required data within the timescale specified by Audit Scotland and no significant problems were encountered in achieving this requirement. The data was processed in accordance with the Data Protection Act, it was then cross-referenced with other data held by government departments such as the Department for Works and Pensions (DWP), Her Majesty's Revenue and Customs (HMRC) and Companies House among others.

5.1.2. The cross-matching process identified a total of 1352 cases where inconsistencies exist between data-sets and the resulting matches were referred to the council for further investigation. Of this group, 472 are identified as "recommended" which in effect affords them a higher priority than the remaining matches. A more detailed breakdown of the types, numbers and outcomes of matches is provided at Appendix 1.

5.1.3. Because of internal restructuring and reduction in staffing, engagement with the current NFI experienced some initial administrative delay in conducting assessments of the current exercise matches. Work was ongoing led by Resources and Governance with colleagues from other service teams,

particularly Revenues and Benefits, to identify how work could be best managed within existing workloads. This delay was identified and commented on by external audit in their report to Council in September 2017 and it was noted that only 2% of matches had been investigated. By the time the external audit report to council was presented, management intervention had re-focused attention towards completing the NFI and at the time of this report over 54% of matches have now been assessed, investigated and concluded.

5.1.4. The highest proportion of interventions involves Council Tax and Housing benefit. These matches also provide the largest number of cases where fraud and/or error was identified and have resulted in the identification of around £28,000 of fraud/error (to date). At the time of reporting, further intervention in Council Tax matches was ongoing therefore the figure quoted is likely to change on completion of this particular match report.

5.1.5. Of the remainder of matches provided, no significant events involving fraud and/or error were identified.

5.2. Observations & Commentary

5.2.1. The principal reason for the slower than expected engagement by Audit Scotland was the result of changes in staffing since the last NFI exercise. The management intervention has seen completion of over 50% of the exercise (at October 2017).

5.2.2. In general the relevant cleanliness of the data held by the Council translates directly into the quality of the matches it receives. The reality being the cleaner the data held by each body, the increased likelihood that any high priority matches identified warrant further investigation.

5.2.3. Data matching performs a snapshot of the various data held at a specific point in time, consequently some data may be obsolete before the matches are provided to the relevant investigating bodies. An example of this is the data held on the electoral register which takes a snapshot of persons living at a particular household on a particular date. If the house is sold, soon after compilation of the register or if a member of the household marries or dies, then the data is effectively useless by the time it is subject to cross reference examination. The consequence of this is that employees time is being spent examining information that is already known.

5.2.4. As with previous NFI exercises, priority was given to matches defined as 'high risk'. Of these matches, the majority of savings identified have been in the areas associated with the payment of housing benefits and Council tax reductions.

5.2.5. From all other cases examined, it is clear that –as in previous NFI exercises– most matches were the result of different data being held by different organisations e.g. someone describing themselves as *Mr A. N. Other* to

agency 1, and *A. N. Other* to agency 2. The resulting omission of 'Mr' in agency 2's database will produce a match that has to be examined. The vast majority of matches looked at, produced little return other than to correct data.

- 5.2.6. There is a need by services to examine their administrative arrangement that impact on NFI matches. For example, in the area of blue badges, 55 cases were identified for examination, and on checking these cases, it was found that the Council had already been notified that the blue badge holder was deceased. The only benefit from this match was to establish if the blue badge had been returned to the authority.

6.0 Future Planning

- 6.1 In order to ensure proper and focused engagement with future NFI exercises, a more systematic NFI work-plan will be put in place that identifies and targets specific assignees to undertake or oversee the completion of particular data match reports, relative to their area of work. For example, the team leader/service manager revenues would have responsibility for overseeing Council Tax and housing benefit matches, similarly, Blue Badge matches would be the responsibility of the team leader (Roads/transport).

- 6.2 The NFI has to be completed within a specified timeframe, therefore a more focused and systematic work-plan should have key dates by which progress could be monitored and assessed and –where required- would allow senior management to better gauge the need for any intervention to ensure targets are being met and the exercise is completed within the timeframe. (see appendix 2).

- 6.3 Spreading the burden by broadening the pool of employees responsible for completing data matches, should ensure that timeframes are met and may actually prove beneficial in reducing the overall cost of administering the NFI.

7.0 Conclusion

- 7.1 The National Fraud Initiative has played an important role in tackling fraud and error in and between public sector bodies over the past two decades. In previous years the Council have enjoyed significant savings through detected fraud and error, thereby providing justification from a purely financial sense for conducting the initiative.

- 7.2 In preparation for future NFI commitments, a more structured approach to the exercise should ensure rapid and systematic engagement with the exercise. By widening the onus of responsibility for engagement and completion of the various NFI matches, should result in the exercise being completed more efficiently and within the specified time allotted.

8.0 Sustainability Implications

8.1 None

9.0 Resource Implications

9.1 *Financial Details*

9.2 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

9.3 Finance have been consulted and have agreed the financial implications as set out in the report. Yes

9.4 *Staffing*

9.5 Reduction in staffing may impact on Councils ability to fully engage in future NFI exercises

10.0 Exempt Reports

10.1 Is this report exempt? Yes (please detail the reasons for exemption below) No

11.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

(2) **Council Policies** (Please detail)

12.0 Equalities Impact

12.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
 Yes No

13.0 Legality

130.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

14.0 Appendices

14.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix 1 Examples Type of Matches

Appendix 2 Examples NFI Action Plan

15.0 Background Papers

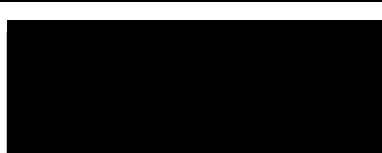

15.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Richard Saunders	Senior Auditor	6209




























Approved by

NAME	DESIGNATION	SIGNATURE
Stephen Coulter	Head of Resources & Governance	
Nikki Bridle	Depute Chief Executive	

Appendix 1

	TYPE OF MATCH	CASES	CASE STATUS				SAVINGS		
	 Housing Benefit Claimants to Student Loans	11 20	 Closed	20	0	0	1	£277.38	High
13	 Housing Benefit Claimants to Payroll	0 17	 Closed	17	0	0	2	£13,234.85	High
14	 Housing Benefit Claimants to Payroll	0 9	 Closed	9	0	0	6	£4,523.97	High
14.1	 Housing Benefit Claimants to Pensions	0 127	 Closed	127	0	0	1	£702.99	High
17	 Housing Benefit Claimants to Payroll	0 14	 Closed	14	0	0	0	£1,238.41	Address
18	 Housing Benefit Claimants to Payroll	0 9	 Closed	9	0	0	4	£7,807.25	Address
18.1	 Housing Benefit Claimants to Pensions	0 9	 Closed	9	0	0	0	£538.75	Address
27	 Housing Benefit Claimants to Housing Benefit Claimants	0 1	 Closed	1	0	0	0	£0.00	High
33	 Housing Benefit Claimants to Housing Tenants	0 1	 Closed	1	0	0	0	£0.00	Medium
34	 Housing Benefit Claimants to Right to Buy	0 5	 Closed	5	0	0	0	£0.00	High
45.1	 Housing Benefit Claimants to Insurance Claimants	0 1	 Closed	1	0	0	0	£0.00	High
45.5	 Housing Benefit Claimants to Insurance Claimants	0 1	 Closed	1	0	0	0	£0.00	Address
47.1	 Housing Benefit Claimants to Taxi Drivers	1 10	 Closed	0	0	0	0	£0.00	High
47.2	 Housing Benefit Claimants to Taxi Drivers	0 1	 Closed	0	0	0	0	£0.00	High
47.3	 Housing Benefit Claimants to Taxi Drivers	0 1	 Closed	1	0	0	0	£0.00	Medium
47.5	 Housing Benefit Claimants to Taxi Drivers	0 8	 Closed	0	0	0	0	£0.00	Address
47.6	 Housing Benefit Claimants to Taxi Drivers	0 1	 Closed	1	0	0	0	£0.00	Address

	TYPE OF MATCH	CASES	CASE STATUS				SAVING		
48.1	Housing Benefit Claimants to Personal alcohol licences	0 1	Closed	1	0	0	0	£0.00	High
48.2	Housing Benefit Claimants to Personal alcohol licences	0 1	Closed	1	0	0	0	£0.00	High
48.5	Housing Benefit Claimants to Personal alcohol licences	0 1	Closed	1	0	0	0	£0.00	Address
49.1	Housing Benefit Claimants to DWP Deceased	6 23	Closed	0	0	0	0	£0.00	High
66	Payroll to Payroll	0 31	Closed	31	0	0	0	£0.00	High
78	Payroll to Pensions	0 7	Closed	0	0	0	0	£0.00	Info
81	Payroll to Creditors	3 7	Closed	7	0	0	0	£0.00	Address
91	Housing Benefit Claimants to Waiting List	0 14	Closed	14	0	0	3	£622.13	High
100	Housing Tenants to Housing Tenants	0 5	Closed	5	0	0	0	£0.00	High
102.2	Housing Tenants to Housing Tenants - Phone Number	46 51	Closed	51	0	0	0	£0.00	High
102.3	Housing Tenants to Housing Tenants - Email Address	0 1	Closed	1	0	0	0	£0.00	High
103	Housing Tenants to Housing Tenants	2 5	Closed	5	0	0	0	£0.00	Medium
103.2	Housing Tenants to Housing Tenants - Phone Number	14 14	Closed	14	0	0	0	£0.00	High
104	Housing Tenants to In-Country Immigration	1 1	Closed	1	0	0	0	£0.00	High
111	Housing Tenants to Housing Benefit Claimants	1 2	Opened	2	0	0	0	£0.00	High
120	Housing Tenants to DWP deceased	0 47	Closed	47	0	0	0	£0.00	High
151.1	Right to Buy to Housing Tenants - Phone Number	0 2	Closed	2	0	0	0	£0.00	High
156	Right to Buy to Housing Benefit Claimants	0 9	Closed	9	0	0	0	£0.00	High
172.1	Blue Badge Parking Permit to DWP Deceased	38 55	Closed	38	0	0	0	£0.00	High
173	Private Residential Care Homes to DWP Deceased	11 21	Closed	21	0	0	0	£0.00	High

	TYPE OF MATCH		CASES	CASE STATUS				SAVING		
<u>180.5</u>	 Insurance Claimants to Insurance Claimants	0	1	 Closed	1	0	0	0	£0.00	Address
<u>180.6</u>	 Insurance Claimants to Insurance Claimants	0	1	 Closed	1	0	0	0	£0.00	Address
<u>701</u>	 Duplicate creditors by creditor name	0	28	 Closed	28	0	0	0	£0.00	High
<u>702</u>	 Duplicate creditors by address detail	0	18	 Closed	18	0	0	0	£0.00	High
<u>703</u>	 Duplicate creditors by bank account number	0	8	 Closed	8	0	0	0	£0.00	High
<u>708</u>	  Duplicate records by amount and creditor reference	25	122	 Closed	122	0	0	1	£0.00	High
<u>710</u>	  Duplicate records by name, invoice number and amount but different creditor reference	0	2	 Closed	2	0	0	0	£0.00	High
<u>711</u>	  Duplicate records by invoice number and amount but different creditor reference and name	0	2	 Closed	2	0	0	0	£0.00	High
<u>713</u>	 Duplicate records by postcode, invoice amount but different creditor reference and invoice number and date	0	2	 Closed	2	0	0	0	£0.00	High
<u>750</u>	  Procurement - Payroll to Companies House (Director)	4	5	 Closed	5	0	0	0	£0.00	High
<u>752</u>	  Procurement - Payroll to Companies House (Director)	9	14	 Closed						

NFI Action Plan (example)

What	Responsible person(s)	When	Action Required	Further action
Oversee NFI Exercise	S.95 officer. Head of Resources & Governance	On initial contact from Audit Scotland until conclusion	Head of R&G to oversee arrangements to comply with fulfilling requirements of NFI	Ongoing regular monitoring throughout NFI exercise
Provide Data To Audit Scotland	Service Manager IT	By date specified by Audit Scotland	Take copies of required data in specified format and forward by due date to Audit Scotland	
Council tax Reduction Scheme	Team Leader: Revenues	By Date Specified	Examine High Risk cases to ascertain if possible fraud or error	If error – Record this on system. If Fraud, make further enquiries and record outcomes
Housing Benefit matches	Team Leader/co- ordinator: Revenues	By Date Specified	Examine High Risk cases to ascertain if possible fraud or error	If error – Record this on system. If Fraud, make further enquiries and record outcomes
Tenancy Matches	Team Leader: Allocations	By Date Specified	Examine High Risk cases to ascertain if possible fraud or error	If error – Record this on system. If Fraud, make further enquiries and record outcomes
Payroll/Pensions/Cre ditors:	Payroll co- ordinator	By Date Specified	Examine High Risk cases to ascertain if possible fraud or error	If error – Record this on system. If Fraud, make further enquiries and record

What	Responsible person(s)	When	Action Required	Further action
				outcomes
Creditors:	Accountancy Team Leader	By Date Specified	Examine High Risk cases to ascertain if possible fraud or error	If error – Record this on system. If Fraud, make further enquiries and record outcomes
Blue Badges:	Roads/Transport Team Leader	By Date Specified	Examine High Risk cases to ascertain if possible fraud or error	If error – Record this on system. If Fraud, make further enquiries and record outcomes
Licensing (Taxi's / Liquor / other)	Licensing Officer	By Date Specified	Examine High Risk cases to ascertain if possible fraud or error	If error – Record this on system. If Fraud, make further enquiries and record outcomes
Insurance matches	Insurance Officer	By Date Specified	Examine High Risk cases to ascertain if possible fraud or error	If error – Record this on system. If Fraud, make further enquiries and record outcomes