

---

# NOTICE OF MEETING

---

## CABINET MEMBER FOR RESOURCES

THURSDAY, 16 JULY 2015 AT 10.00 AM

CONFERENCE ROOM A - CIVIC OFFICES (FLOOR 2)

Telephone enquiries to Vicki Plytas 023 9283 4058

Email: [Vicki.plytas@portsmouthcc.gov.uk](mailto:Vicki.plytas@portsmouthcc.gov.uk)

---

## CABINET MEMBER FOR RESOURCES

Councillor Lee Mason (Conservative)

### Group Spokespersons

Councillor Ken Ferrett, Labour

Councillor Colin Galloway, UK Independence Party

Councillor Hugh Mason, Liberal Democrat

---

(NB This Agenda should be retained for future reference with the minutes of this meeting.)

Please note that the agenda, minutes and non-exempt reports are available to view online on the Portsmouth City Council website: [www.portsmouth.gov.uk](http://www.portsmouth.gov.uk)

**Deputations by members of the public may be made on any item where a decision is going to be taken. The request should be made in writing to the contact officer (above) by 12 noon of the working day before the meeting, and must include the purpose of the deputation (for example, for or against the recommendations). Email requests are accepted.**

## AGENDA

- 1 **Apologies for Absence**
- 2 **Declaration of Members' Interests**
- 3 **Customer and Communications Business Plan (Pages 1 - 8)**

This report presents the Customer and Communications Directorate 2015/16 business plan and its main objectives.

**RECOMMENDED that the Cabinet Member for Resources approves the**

**key priorities and targets set out in this business plan.**

**4 HR, Legal and Performance Business Plan Priorities 2015-16 (Pages 9 - 14)**

The report by the Director of HR, Legal & Procurement provides a summary of the priorities, risks and future vision of the HR, Legal & Procurement Directorate.

**RECOMMENDED that the Cabinet Member for Resources notes the contents of the summary and receives regular updates on progress being made to deliver the identified priorities.**

**5 Super-connected cities update report (Pages 15 - 20)**

The report by the Director of Finance and Information Services seeks to update the Cabinet Member on the Super Connected Cities Programme and the potential opportunities afforded by the new WiFi infrastructure deployed in the City.

**RECOMMENDED:**

- (1) That the content of this report be noted.**
- (2) To approve the completion of the WiFi to Public Buildings stage of the project and noting the installation of access points at 79 sites versus the original agreement of 49 sites**
- (3) To investigate the potential opportunities afforded by My City WiFi for sensory applications with the express objective of providing efficiency savings for the Council and its public sector partners.**

**6 Channel Shift Verbal Update from the Director of Customer and Communication**

(INFORMATION ONLY ITEM)

The Director of Customer and Communication will provide a verbal update to the Cabinet Member.

**7 Twinning Advisory Group (TAG) Verbal Update from the Cabinet Member for Resources**

(INFORMATION ONLY ITEM)

The Cabinet Member for Resources will provide a verbal update on TAG matters.

**8 Budget Outturn 2014/15 - Revenue Cash Limits and Capital Programme (Pages 21 - 36)**

(INFORMATION ONLY ITEM)

The purpose of the report is to inform the Cabinet Member and Opposition Spokespersons of:

- The 2014/15 outturn revenue expenditure for the year compared with the cash limited budget.
- The 2014/15 outturn capital expenditure against the revised capital programme.

**RECOMMENDED that the content of this report be noted.**

Members of the public are now permitted to use both audio visual recording devices and social media during this meeting, on the understanding that it neither disrupts the meeting or records those stating explicitly that they do not wish to be recorded. Guidance on the use of devices at meetings open to the public is available on the Council's website and posters on the wall of the meeting's venue.

This page is intentionally left blank

# Agenda Item 3



Portsmouth  
CITY COUNCIL

**Decision maker:** Cabinet Member for Resources

**Subject:** Directorate of Community & Communications (DoCC)  
Business Plan 2015 – 2016

**Date of Decision** 16<sup>th</sup> July 2015

**Report By:** Director of Community & Communications

**Wards affected:** All

**Key decision (over £250k):** No

---

## 1. Purpose of report

This report presents the DoCC 2015/16 business plan and its main objectives.

## 2. Recommendations

That the Cabinet Member for Resources approves the key priorities and targets set out in this business plan.

## 3. Background

The DoCC business plan is a corporate document that sets out the service's goals for the year 2015/16.

In order to be both efficient and consistent in terms of internal DoCC staff communications the format of this year's business plans has been designed to provide a succinct overview of our key priorities. The plan has been completed on the basis of resource we have within the service, opportunities for working with others and the challenges and pressures we are aware of.

Our core functions, in particular communications, democratic services and customer and community engagement contribute across all of the corporate priorities.

## 4. Reasons for recommendations

To enable DoCC to implement the objectives set out in the plan.

## 5. Equality impact assessment (EIA)

There is no overall EIA for the business plan, though individual EIAs are prepared for each function within the service.

**6. Legal implications**

There are no legal implications arising from this report.

**7. Head of financial services' comments**

The Service objectives set out in the DoCC business plan are to be achieved within the approved 2015/16 Budget.

The impact of future savings targets on resources available will be reviewed as part of the rolling review of Service Business Plans.

.....  
Signed by:

**Appendices:**

None

**Background list of documents: Section 100D of the Local Government Act 1972**

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

Title of document	Location
DoCC Business Plan	Attached

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by ..... on .....

.....  
Signed by:



# DIRECTORATE OF COMMUNITY & COMMUNICATIONS BUSINESS PLAN (APRIL 2015)

# Statement of Key Priorities & Targets - Directorate of Community & Communications (April 2015)

## Introduction

**The merger of the former CCDS with Revenues and Benefits brings opportunities to further integrate the council's customer service activity - particularly around revenues.**

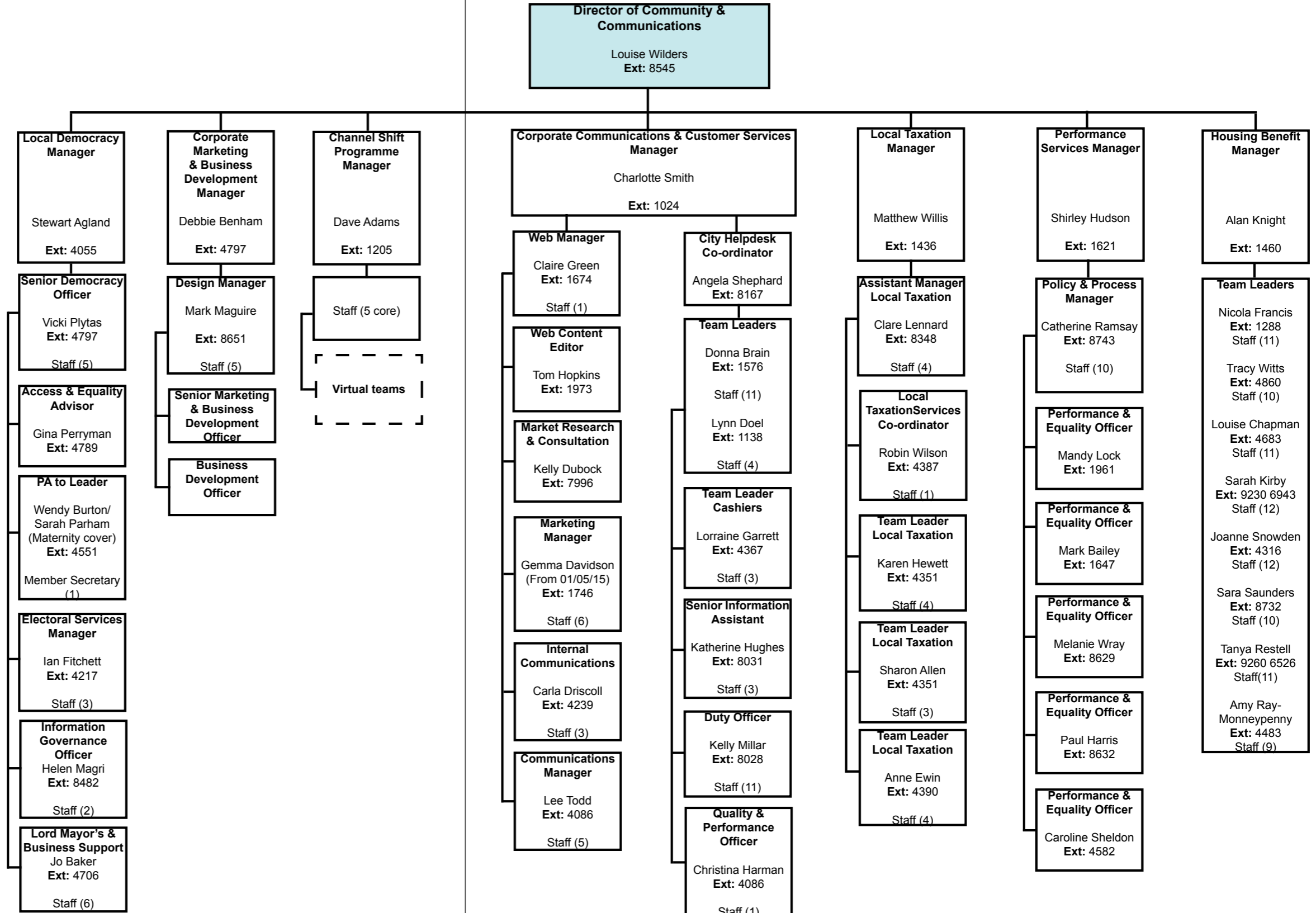
The future role of the local authority remains uncertain and subject to national political dynamics that are, at this stage, impossible to predict with any degree of confidence.

Decisions about the extent to which and the exact timing of when local HB claims will be migrated to Universal Credit remain fluid and there is currently no concrete timescale for this to be achieved. Clearly, the directorate will need to respond flexibly to changing circumstances for this element of our service provision, either in terms of planning for a smooth transfer of functions or (if transition is further delayed or modified) managing and further improving the service over a more protracted period. It is important to note that even when the business is transferred, CTS will still require local management and as of yet there is no real indication of how this work will be funded

**The new directorate structure is shown here ▶**

The core management team of the directorate has considerably reduced in recent years following various corporate and service-level restructures, such that more functions are now combined under fewer managers, with reduced levels of specialism at 3rd tier.

In the pages that follow, I have set out the key plans that I have for the directorate going forward and have articulated how these contribute to the council's wider priorities, how the directorate will contribute to helping the council continue to meet the financial challenges it faces, and what the directorate could look like in the medium-term.





## 1 - Plans to innovate and transform

All of our projects will fit with the medium-term financial strategy, in terms of reducing the council's dependence on central government grant (and within PCC, the directorate's dependence on the general fund), reducing the need among the population for PCC services and increasing efficiency.

Every element of the directorate will be subject to substantive programmes of change during the plan period, outlined below are the main projects and programmes we will be leading on:

### Channel Shift Programme

The channel shift programme will enable PCC to radically modernise its approach to customer service so that over time:

- Most customer enquiries can be completed by the customer online 24/7;
- We have rich intelligence on how our customers contact us and what for; and we use that intelligence to inform service design in the future;
- We will have clear, simple business processes that are easy for customer-facing staff to learn and wherever possible mirror the customer process;
- Staff encourage customers to use self-service technology;
- We need and use fewer line-of-business systems;
- We use postal services only when legally or practically required to do so;
- We will ensure that all residents and businesses can still access PCC services, especially where they cannot do so online themselves

As well as being a corporate programme, aimed at reshaping the council's customer service model, the channel shift programme will also support substantial change within the directorate. The City Helpdesk (and Cashiers) will become smaller in size (but broader in scope), dealing increasingly only with more complex customer enquiries or where the customer is unable to use the web as their communications channel. Communications and web team functions will be focussed on enabling this change and in the latter case the role will shift from developing the council's website to support requirements from services, to a more fluid model of change, ensuring that the council's web presence is fit-for-purpose to handle over 200,000 additional transactions that are currently conducted over the phone or face-to-face.

This programme will also change the way the council runs its decision-making processes internally, as we seek to develop the ModGov tool further and roll-out fully-online report management within the authority.

In addition to the practical elements of the programme in terms of technology and customer service processes, a key aspect of the impact of the work will be on the directorate's and the council's organisational culture. Once fully-implemented, channel shift will fundamentally change the nature of the working day for staff in many roles, both within the directorate and across the authority. However, to ensure that the programme is successful and achieves the level of change we intend, we will build in mechanisms to engage with managers and staff at all levels and secure crucial buy-in.

### RBE Transformation Project

In view of the requirement to make significant budget reductions through 2015/16 onwards, it will be essential to consider alternative models of service delivery. It has been agreed that, following approval from the Administration, options around a public/private partnership will be examined to decide if the option is worth pursuing.

The key requirement for the Council is that all work will be badged seamlessly as Portsmouth City Council and that the Council will maintain control over the work in this area. It is highly preferable that there will be no job losses and that jobs stay in Portsmouth, however it is recognised that this could prove difficult given many of the business models in the Government sector.

This feasibility project, commencing in June, will identify service improvements and opportunities as well as ascertaining whether or not the Council should proceed with a public/private partnership. The initial scope is the Revenues & Benefits service, with the option to also consider Central Debt Recovery and City Help Desk & further on potentially other support services.

### Single Fraud Investigation Service

The Government's fraud & error strategy includes plans for a single fraud investigation service (SFIS), a new integrated risk and intelligence unit and a new regional mobile task force. This service will investigate welfare fraud across all benefits and Tax Credits administered by DWP, HMRC and Local Authorities. This will include Local Authority Housing Benefit fraud functions. We will facilitate the migration of Local Authority benefit fraud investigations to the Single Fraud Investigation Service by September 2015

### Universal Credit [2016 onwards]

Universal Credit is intended to provide a streamlined welfare system which makes the financial advantages of taking work or increasing hours clear to claimants.

This will mean that all claims to income based Jobseekers Allowance, Income Support, income based Employment Support Allowance, Housing Benefit, Working Tax Credit and Child Tax Credit would gradually move to Universal Credit. This proposal is for an integrated working-age credit that will provide a basic allowance.

For Portsmouth, the process of migrating HB work to the DWP is planned to commence sometime between December 2015 and April 2016.

### Move of Housing Benefit work to DWP [2016 onwards]

Universal Credit will be managed by the Department for Work and Pensions – as opposed to today's delivery of current benefits & tax credits through the Department for Work and Pensions, HM Revenue & Customs and LAs.

Removing Housing Benefit processing from Local Authorities will:

1. Reduce caseload
2. Remove need to collect rent proof to support new claims or changes in rent.
3. Remove the need to consider impacts Housing Benefit legislation

The uncertainty over the migration timetable coupled with the slow start nationally and extended period for migration means that it has not yet been practical to prepare a plan for this, however, this will be worked on during the Autumn as more information becomes available.

The movement of HB work has not yet started - it is currently planned to start sometime between December 2015 and April 2016, and it is anticipated that it will take many years to complete.

The major concern here is that the DWP will significantly reduce the administration grant whilst the actual remaining work will not reduce significantly in the short term and in any case at full implementation will still be around two thirds of the current workload.

A Council Tax Support claim takes around 10% less processing than a combined, or HB only claim.

### Local Support Framework for Universal Credit delivery [2016 onwards]

The DWP in partnership with Local Authorities plans to set up local support frameworks for the delivery of Universal Credit.

Our directorate on behalf of PCC anticipates being part of two local frameworks:

- 1) In the Portsmouth area as a major player in the local framework, along with DWP/Jobcentre Plus & partners in the city, including voluntary & community sector, registered social landlords and private landlords;
- 2) In the Havant Borough Council area as a provider in the local framework where Portsmouth's Housing tenants require support, particularly in relation to their housing needs

The outcomes for the local support framework should be:

- Provide continuity for claimants through transition from current main DWP benefits, Housing Benefit & Tax Credits to Universal Credit;
- Provide support for new Universal Credit claimants;
- Put in place a support structure for on-going Universal Credit claims;
- Maintain support for homeless placed in temporary accommodation - they will migrate to Universal Credit, but still receive Housing Benefit.

### Income Generation and Corporate Savings

The directorate has been developing a range of income streams over recent years, largely out of the marketing and communications infrastructure, which have been aimed at either delivering corporate savings by insourcing (eg graphic design), leading major savings programmes on print and advertising frameworks (MAP project) or generating revenue and sponsorship externally (eg publications, advertising, business support, Fol). This has developed as far as it can within the current operating model of the service and we now need to make strategic choices about how the authority approaches this work moving forward. Options include:

- Develop a trading company model as the vehicle for this work
- Keep functions internal and seek to take on business from other LAs in the region
- Transfer some functions internally and rationalise

## Democracy

There is considerable scope for further modernisation within the council's democracy functions (elections and democratic services). As noted, during the plan period we will seek to develop use of the ModGov tool to enable fully-electronic report production and management for democratic services. As well as being more efficient for the authority as a whole, this work will change the nature of democratic services as a team, further enhancing support to members and the democratic process and will require cultural change across the organisation in both in terms of Forward Planning and engagement.

In addition we plan to work with Learning and Development and IS to ensure that our elected members are fully supported in being digitally enabled and networked.

## Marketing

The directorate's marketing function will be a key enabler of the changes set out above and for other parts of the authority, in terms of:

- corporate narratives - review and develop with focus on (positive) demand reduction (helping people to help themselves, building thriving communities)
- developing a strategic marketing framework into an audience-based hybrid for 2014/15 with a full audience based approach for 2015/16
- prioritisation of marketing campaigns/activity focus on reducing demand (channel shift/avoidable contact), savings and increasing income
- prioritisation of marketing campaigns that drive positive behaviour change around prevention/early intervention
- developing and implementing toolkits/templates/framework to improve efficiency - using audience-based approach and market research

## 2 - Drivers of cost and demand

These vary across the constituent parts of the directorate, each of which are discussed in more detail below. As a key element of our approach to ensuring resilience, the directorate has developed a significant number of staff with skills transferable across teams, in order to enable the management team to 'flex' resources across functions as the need arises. A timely example of this is the annual election cycle, which is seen and understood by staff to be a whole-directorate responsibility, with staff from all areas expected to pitch

in and members of the management team being taken 'offline' as required.

City Helpdesk, Council Tax and Housing Benefit - At its most basic level, demand for these services is driven by the extent to which the public want to communicate with the council's various customer-facing services. Again, this varies according to function, so, for example the Council Tax annual billing process or regular summons runs will generate a predictable spike in demand. For other service lines, demand can be influenced by external events or conditions eg highways, waste management. In addition to these drivers, there are also processes internal to PCC that generate demand, for example letters and publicity sent to the public sometimes un-necessary, often confusing.

Clearly though, demand in the context of customer service does not automatically drive cost and in recent years costs have been significantly reduced (by staffing cuts) in some cases faster than efficiency gains and process improvements can make good the deficit. To some extent, therefore, a key driver of cost in customer facing areas such as CHD, as opposed to demand, is the level of customer service that the council chooses to offer, compared to its various other priorities. In other areas, unless efficiency gains mirror the reduction in budgets, further cost can be driven into the service through error rate and reductions in subsidy.

Both the Channel Shift Programme and RBE Transformation Project will result in change across the directorate in terms of size, scope and operating model.

## Communications

For communications, the key drivers of cost and demand are to some extent dictated by dynamics elsewhere in the council:

- reductions in resources elsewhere lead to increased demand for support where services would previously have delivered work themselves
- reductions in services result in increased chance of media/reputational issues that require communications support
- statutory requirement for the council to warn and inform in an emergency context
- new requirements under Care Act to provide universal information and advice
- Increasing requirement for internal communications due to scale and pace of council-wide changes that affect staff.

Over time, the service has vastly reduced the amount of funding required centrally for core corporate

communications and marketing services and the majority of resource available is now funded by services in support of specific projects.

## Web team

For the web team, the key drivers of demand are:

- the extent of the councils requirements to deliver a responsive, customer-focussed website;
- the expectations of council services about their own offer within the corporate site;
- strategic choices the council makes with regard to sourcing development in-house or by procurement;
- the need to act as a key catalyst for channel shift

## Democratic Services

The demand and costs of democratic services are in part driven by political choices made about the shape, size and requirements of the political management structure. At a very fundamental level, the more meetings that are held both within that structure, formal and informal, and in some cases outside the formal structure eg cross authority meetings, the more support required. The volume of work emanating from such meetings is also a factor. Beyond this, team capacity is in part shaped by

(a) where the split in responsibilities lies for report preparation between Democratic Services and report authors/directors. Full implementation of ModGov will give the council the opportunity to have a more streamlined report preparation process, but will require report authors and contributors to take greater responsibility for their work, in terms of timeliness, format, correct drafting of recommendations, undertaking the requisite consultations and accuracy.

(b) the extent that the role scrutiny plays within the Council's decision making process. The Administration has made clear its intentions to enhance and develop the role and involvement of scrutiny in the pre decision process in support of the Cabinet.

## Statutory/Policy Issues

The service is responsible for a number of relatively small-scale parts of the authority that have deep statutory requirements and broad scope, for example:

- Freedom of information;
- Equalities & Diversity
- Data Protection
- Corporate Complaints

Demand in these areas in terms of raw volume of enquiries is largely driven by random extraneous events or changes in government policy, but in all cases we have seen significant increases in demand over the past 5 years. Costs in these areas have been reduced over time by adopting minimum staffing levels and cross-skilling some staff to provide a degree of resilience. There is more work to be done in complaints and FoI to enable customers to self-serve in future and this can be achieved through the channel shift programme.

## Revenues & Benefits

Demand in both of these elements of the directorate is driven by:

- Legislative decisions taken by central government (eg Universal Credit)
- Policy decisions taken locally (eg CTS)
- Wider economic changes (eg Revenues, all benefits)

The former Head of Revenues and Benefits has presided over a productivity gain of 50% over six years (measures in terms of staffing v output) and this robust approach to driving out efficiencies will continue.

## 3 - Key Directorate risks

### Budget reductions

Since the 2010/11 financial year, budget reductions have arguably graduated to a level above 'risk' and are now the central overriding reality of our operating environment. Specifically, the requirement to continue to deliver substantially the same portfolio of services while reducing the cost by in excess of 10% every year is such a dominant issue that it now defines most of the council and the directorates strategic objectives.

The plans set out in section 1 above around channel shift, PPP, income generation, etc, are the only viable mitigations that the directorate has to this risk, as well as being our core strategic aims.

### Political instability (locally and nationally)

Because of the statutory footing of much of the directorate, its functions are particularly exposed to changes in the political dynamic at a national level. In elections and revenues & benefits, the range of potential changes being debated nationally could result in the need for acceleration or abandonment of existing plans, changes in scope and responsibility, or new initiatives requiring scarce change management resources. Potential changes/challenges include:

- Voting at 16/17
- Boundary reviews
- Abolition or retention of PCCs
- Referenda
- Revaluation of business properties
- Delay/review of Universal Credit
- Extension of localisation and elected mayors
- Introduction/piloting of online voting, votes at weekends, and on-the-day registration

### Staffing resources

The structure of the directorate has evolved into its current form over time and in general has resulted in the range of functions under the management team becoming broader in scope and more fragmented. Wherever possible, in response to each restructure we have leveraged any synergies available between combined teams and now have reached the position where there are many staff within the directorate with experience and skills that can be applied in multiple areas. This provides a degree of flexibility and resilience to the team, but creates a longer term problem in terms of workforce planning, as we are reliant on more and more staff that in practical terms perform a range of functions outside of their core job role.

### Corporate Buy-in

Our plans for channel shift (and to a lesser extent RBE Transformation) will require a broad and substantial change in organisational culture to be fully-successful. Implementing change of this scale and breadth will require buy-in from politicians, management, and staff across the organisation. If this is not forthcoming, whilst we will be able to implement the technological and process changes required, they will fail to have the desired impact in terms of changing the behaviours of customers and staff, and as a result the council will not make the level of financial savings that it potentially could.

We have sought to mitigate this risk by establishing a Channel Shift Programme Board including key council decision-makers, as well as engaging key stakeholders in discussions about our plans since early-2014. Due to the pace of change at the council, this will be a constant process throughout the life of the programme and we have established a specific workstream to address the cultural aspects of the change with staff and managers.

### Universal Credit

There is considerable uncertainty over Universal Credit, with no clear plan from the DWP for migration. Assuming that UC does go ahead, the process of transition itself represents a risk to the authority in terms of retaining sufficient skilled staff to manage the remaining caseload during the migration period. In addition there is a justified concern that the DWP will significantly reduce the administration grant whilst the actual remaining work will not reduce significantly in the short term and in any case at full implementation will still be around two thirds of the current workload.

Once all HB processing is removed the workload reduction is estimated at 33% and the caseload reduction is estimated at 27%.

## 4 - Service Resilience

The plans for modernisation and change set out on the preceding pages will be key to ensuring the resilience of the CCS directorate in the coming years.

First and foremost, we are exploring all plausible opportunities to provide functions in partnership with other organisations, or to reduce our own overheads by providing services on behalf of other public bodies.

As noted, we have plans in place across all areas of the directorate to reduce costs or increase income in future years and we have an existing and well-developed culture within many parts of the directorate of flexible and multi-skilled staffing, enabling the team to shift resources readily between different areas of need, this will be rolled out to all parts of the directorate.

Lower impact services have already been reduced to levels that are either the minimum required to meet the authority's legal duties (eg Fol, equalities), or the minimum level of political acceptability (eg Members' services, Lord Mayor's Office). Further reductions in the most recent budget round have focussed on Community Engagement and Equalities.

For both Revenues and The City Helpdesk, we are clear that the channel shift and RBE transformation programmes will represent a fundamental reshaping of the council's corporate approach to customer services and as such the size, structure, and cost of the teams will change significantly over the plan period.

## 5 - Directorate KPIs

The KPIs below will be used throughout the plan period to support achievement of services objectives. Although most parts of the service have a range of operational and/or statutory KPIs, the list below focusses on those that will be most important strategically or have a financial impact on the authority.

### Budget

- Monthly outturn forecast (service-wide)
- Monthly outturn forecast (team-specific)
- Income generation targets
- Achievement of corporate annual savings target

### Channel Shift (includes web and CHD)

- Reduction in call volumes to city helpdesk
- Reduction in call volumes to other in-scope services
- Reduction in face-to-face customer enquiries at civic offices
- Reduction in payments to cashiers at civic offices
- Reduction in PCC Spending on post/carriage and print
- Customer satisfaction
- Increase in online payments, direct debits, or other automated channels
- Increase in web enquiries submitted via online forms

### Local Taxation

- CT collection rate
- NDR collection rate
- Debt recovery

### Benefits

- Cycle time for new claims
- Cycle time for CoC
- Processing accuracy
- Overpayments
- Level of outstanding benefit debt

With responsibility for internal communications, the directorate will also monitor and manage a number of KPIs that reflect the impact of change over time on PCC corporately:

- reputation (proud to work for the council and well-informed) via staff survey
- commitment to objectives - via staff survey
- employee engagement - measures to be developed
- internal behaviour change - measures to be developed

## 6 - Future Directorate Model (3-5 years)

While clearly the next few years represent a period of considerable uncertainty for the authority, there are core functions of the directorate that will endure regardless of changes in budget, structure and policy.

- The directorate will remain an effective and respected custodian of the city's democratic infrastructure.
- The directorate will continue to support our most vulnerable customers in ensuring appropriate advice, guidance and payment of relevant benefits
- The directorate will continue to maintain and diversify the council's range of communication channels with the public;
- The directorate will take corporate responsibility for the council's approach to customer service and provide first level customer contact where required for other council departments;
- The directorate will lead the transformation of the council to a 'digital first' organisation.

Outside of these core objectives, in structural terms the shape and size of the directorate will, out of necessity, be the consequence of the range of uncertainties set out in the pages above. It is possible, however, to provide some clarity over our planned direction of travel:

Corporate communications will have further developed into an agency model, with a small corporate core and a series of account managers responsible for key campaigns, either within the council or on behalf of other organisations.

The directorate will be working in partnership across many areas (revenues, print etc) and will be delivering services, (thus generating income) for others.

Universal Credit roll-out will have been completed.

City Helpdesk will be numerically smaller and dealing with a different mix of customer enquiries and will be more closely integrated with the web contact.

Democratic Services will be modernised, concentrating its resources on the efficient and effective administration of the authority's constitutional requirements.

Above all, the directorate will remain, a positive, innovative force for improvement within the council, supporting all parts of the authority through transformation, budget reductions, and legislative change.

**Directorate of Community and Communications**

Civic Offices  
Guildhall Square  
Portsmouth  
PO1 2BQ

**Telephone:** 023 9268 8545

**Email:** [Louise.Wilders@portsmouthcc.gov.uk](mailto:Louise.Wilders@portsmouthcc.gov.uk)

# Agenda Item 4



Portsmouth  
CITY COUNCIL

Agenda item:

**Decision maker:** Cabinet Member for Resources

**Subject:** HR, Legal & Performance Business Plan Priorities 2015 – 2016

**Date of Decision** 16th July 2015

**Report By:** Head of HR, Legal & Procurement

**Wards affected:** All

**Key decision (over £250k):** No

---

## 1. Purpose of report

This report presents provides a summary of the priorities, risks and future vision of the HR, Legal & Procurement Directorate.

## 2. Recommendations

That the Cabinet Member for Resources notes the contents of the summary and receives regular updates on progress being made to deliver the identified priorities

## 3. Background

The HR, Legal & Procurement business plan for 2013-2016 has previously been agreed by the Cabinet Member for Resources.

Following the recent senior management restructure, directors were asked to review existing business plans, and provide a summary statement showing:

- (i) Their key priorities for 2015/16
- (ii) Their plans to innovate and transform the directorate
- (iii) Their drivers of cost and demand
- (iv) Their biggest risks and strategies to mitigate the risks
- (v) How service resilience will be maintained
- (vi) How the directorate will look in 3 years' time

The summary statement for HR Legal & Procurement is attached at appendix A

## 4. Reasons for recommendations

To inform the Cabinet Member for Resources of the vision, priorities and risks for the Directorate

**5. Equality impact assessment (EIA)**

No EIA has been completed in respect of the plan itself, but individual activities and strategies contained in the plan will be subject to appropriate EIAs.

**6. Legal implications**

There are no legal implications arising from this report.

**7. Head of financial services' comments**

The Service objectives set out in the summary statement are to be achieved within the approved 2015/16 Budget. The impact of future savings targets on resources available will be reviewed as part of the rolling review of Service Business Plans.

.....  
Signed by:

**Appendices:**

Summary Statement

**Background list of documents: Section 100D of the Local Government Act 1972**

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

Title of document	Location
HR, Legal & Procurement Business Plan 2013 – 2016	HR Team, Civic Offices

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by ..... on .....

.....  
Signed by:

## Appendix A

### HR, Legal & Procurement Directorate

#### Statement of Priorities for 2015/16

##### **Service Vision**

My overall vision for the service is to:

- Provide **excellent support** to all client services, responding to their needs and focussing on solutions
- Maintain **effective governance and assurance**, based on an appropriate assessment of risk
- **Drive improvement** by promoting best practice and leading change

This vision remains current even though the organisation is changing significantly. Ongoing funding reductions mean that the council is constantly having to transform: reducing its workforce, restructuring services, developing new delivery models and introducing new ways of working. As the capacity of the organisation reduces, the challenge of maintaining effective governance increases. And the emergence of new policy agendas requires agile, responsive and innovative solutions.

All of this means that strong, skilled and highly professional corporate services are more important than ever. The challenge is to maintain the corporate services that the council needs (and meeting greater demands) whilst continuing to cut costs and reduce in size.

### **Key Priorities for 2015/16**

<b>Priority</b>	<b>Performance Measures</b>
Support key strategic agendas, e.g. combined authority, skills, health integration	<ul style="list-style-type: none"> <li>- Complete 80% of strategy work plan</li> <li>- Apprenticeships increased in line with member aspirations</li> </ul>
Provide co-ordinated support for regeneration schemes and other major projects	<ul style="list-style-type: none"> <li>- No failures or excessive delays to projects as a result of poor support</li> <li>- Legal, procurement and other support is seen to add value to projects</li> </ul>
Support the development of new delivery models, including input from HR, Legal and Procurement	<ul style="list-style-type: none"> <li>- No failures or excessive delays as a result of poor support</li> <li>- Support is seen to influence and add value to projects</li> </ul>
Identify and develop new commercial opportunities, in particular by providing services to other organisations in and around the city	<ul style="list-style-type: none"> <li>- Achieve 50% of funding for directorate through external income or recharges</li> </ul>

Support organisational change, including workforce planning and talent management	<ul style="list-style-type: none"> <li>- Redeploy 50% of staff at risk of redundancy</li> <li>- 90% completion of PDRs across the council</li> <li>- Fill vacant posts within 60 days (average)</li> <li>- No Employment Tribunal cases lost due to poor HR practice</li> </ul>
Develop options to reduce workforce costs and improve efficiency, including through robust absence management, modern approaches to employment relationships, and improved arrangements for staff sourcing	<ul style="list-style-type: none"> <li>- Staff sickness reduced in accordance with Employment Committee aspiration</li> <li>- Reduce spend on agency staff and consultants</li> <li>- Subject to member direction, review elements of employment package and implement changes</li> </ul>
Build capacity and skills to ensure effective management of the Highways PFI and support and contribute to renegotiations	<ul style="list-style-type: none"> <li>- New team structure implemented and embedded</li> <li>- New operating procedures in place</li> <li>- Complaints responded to in accordance with corporate procedures</li> </ul>
Drive better value from contracts across the council	<ul style="list-style-type: none"> <li>- Contract savings delivered in accordance with measures defined by strategic contracts board</li> </ul>
Maintain core BAU provision in critical areas such as Internal Audit, Child Protection and preparing for inspections	<ul style="list-style-type: none"> <li>- Complete 100% of audit plan</li> <li>- Maintain 95% procurement compliance</li> <li>- Complete child protection cases in 26 weeks</li> </ul>

## Plans to innovate & transform

<p>The overall drive is to remove non value-added work through:</p> <ul style="list-style-type: none"> <li>- Enabling managers and staff to be more self-sufficient by: further developing HR Self Service, improving intranet content, and providing training and development</li> <li>- Continuing the use efficiency reviews within the service, using Systems Thinking interventions where appropriate</li> <li>- Increased use of technology within the service, especially IKEN (Legal), Oracle (HR) and INTEND (Procurement)</li> <li>- Work with Solent NHS to develop joint provision of services</li> </ul>
---



## Directorate's drivers of cost & demand

Principle drivers of demand are as follows:

**Legal** - client instruction (including soc care, pfi, LEP, regen projects, planning, litigation)

**HR** - org change, political priorities, management support, training & development needs, new delivery models, TUPE transfers

**Strategy** - inspections, new agendas, partnership demands, governance

**Audit** - audit plan, special investigations

**Procurement & Commercial** - contract reviews, client instructions, pfi

For all parts of the directorate, the principle costs are salaries, and so costs are wholly driven by the need to retain suitable skilled staff within the directorate. The specialized nature of the work, and the competition for talent, means that salary costs in some parts of the directorate (e.g. legal, procurement) are relatively high and are subject to considerable market pressure.

Reduced capacity across council directorates creates additional demand within the HRLP Directorate as higher levels of support are sought.

## 5 biggest risks & strategies to mitigate

Risk	Mitigation
Reduced capacity resulting from budget savings	<ul style="list-style-type: none"> <li>- Pursue additional income streams</li> <li>- Interventions</li> <li>- Channel shift/Management self-sufficiency</li> <li>- Joint working</li> </ul>
Recruitment & retention of key staff as economy continues to grow	<ul style="list-style-type: none"> <li>- Workforce planning</li> <li>- Succession planning</li> <li>- MSPs where appropriate</li> </ul>
Reduced effectiveness of governance (due to lack of capacity, complacency, political requirements)	<ul style="list-style-type: none"> <li>- "smarter" governance through effective business partnering</li> </ul>
Increased dependency on external income (volatility/lack of security)	<ul style="list-style-type: none"> <li>- Develop wider client base</li> <li>- Focus efforts on securing other public sector clients</li> </ul>
Project risks	<ul style="list-style-type: none"> <li>- Early input to projects</li> <li>- Effective governance</li> </ul>

## Service resilience

The challenge for the service is to maintain sufficient critical mass in terms of skills, knowledge and capacity to continue to meet the council's needs into the future. I plan to secure this by:

- Ensuring that we are first choice provider for internal and external clients
- Developing a multi-client delivery model
- Developing the staff within the directorate and giving them the opportunity to work with multiple clients
- Working with Solent NHS and other partners to explore shared services
- Ensuring that the directorate's contribution to projects and schemes is properly charged

## How directorate will have changed over next 3 years

- A multi-client operation, providing services to a range of clients within the City and the surrounding area. Clients to include: health sector (CCGs), schools, other public bodies in city, other councils, care providers, 3<sup>rd</sup> sector organisations. Skills within directorate developed to support this model, including commercial, client management, business development and sector specific skills (eg.HR skills for health clients)
- Focussed on added-value work, with transactional tasks automated and a greater level of self-sufficiency amongst managers and staff
- Change of balance between cash-limit funded work and chargeable work, with some areas (e.g. Legal, Learning & Development) becoming self-funding
- Services delivered increasingly on a business partnering basis, with smarter approaches to ensuring effective governance and compliance

Jon Bell  
Director of HR, Legal & Procurement  
May 2015

# Agenda Item 5



Portsmouth  
CITY COUNCIL

Agenda item:

**Decision maker:** Cabinet Member for Resources

**Subject:** Update on Super Connected Cities Programme

**Date of decision:** 16th July 2015

**Report by:** Director of Finance and Information services

**Wards affected:** ALL

**Key decision:** No

**Budget & policy framework decision:** No

---

## 1. Introduction

1.1 The Super Connected Cities initiative is a Government sponsored scheme by the Department for Culture, Media & Sport (DCMS) to transform broadband access across the UK enabling everyone access to high-speed broadband. Approval was given for PCC to pursue three distinct strands as a part of the programme:

- WiFi to Public Buildings (My City WiFi)
- Vouchers
- Demonstrator Hub

This report focusses on the progress of the WiFi to Public Buildings strand (My City WiFi)

## 2. Purpose of report

2.1 To update the Cabinet Member on the Super Connected Cities Programme and the potential opportunities afforded by the new WiFi infrastructure deployed in the City.

## 3. Recommendations

3.1 The content of this report be noted.

3.2 To approve the completion of the WiFi to Public Buildings stage of the project and noting the installation of access points at 79 sites versus the original agreement of 49 sites

3.3 To investigate the potential opportunities afforded by My City WiFi for sensory applications with the express objective of providing efficiency savings for the Council and its public sector partners.

## 4. Background

4.1 There were three main goals for the Super Connected City programme:

- To support economic growth innovation and enterprise in Portsmouth
- To enhance the competitiveness of our city
- To aid digital inclusion.

The Super Connected City programme was seen as a key enabler to these three overarching goals, which are firmly rooted in local circumstance, culture, need and aspiration, are the building blocks of an achievable and sustainable city future and provide benefits that enhance quality of life for everyone.

## 5. Progress to Date

### 5.1 WiFi to public buildings

The main objective for the public building wifi project was to provide high-speed, high quality, secure, free wifi access in public buildings across the city to as many residents and visitors as possible.

During the programme the approach changed from upgrading 'Fibre to the Cabinet (FTTC)', to 'Fibre to the Premise (FTTP)' largely as a consequence of state aid issues. The change in approach however, allowed more direct and measureable impact on business growth.

Initially the bid awarded was for £1,875,000 to provide WiFi to 49 public buildings including key public buildings with high footfall (such as the Portsmouth Ferry Port) and strategically placed buildings that would reduce the European Commission category of areas without 'Next Generation Access' to broadband (NGA white areas) in the city.

In December 2014 we took the opportunity and applied to the DCMS to increase the free public WiFi roll out to a further 62 public buildings focussing on those delivering adult social care. This was facilitated by reallocating £1,380,600 to the public wifi scheme from the initial allocation to the voucher scheme (see below). At the conclusion of the scheme it was only possible to rollout Public Access WiFi to a total of 79 sites, albeit in a very short timescale. Early feedback from various sites including Libraries and Community Centres is generally positive and we continue to monitor performance through the control system (CISCO Meraki Analytics) which enables us to produce a series of reports showing usage. This will enable us to tune the system to ensure the facility meets demand.

The DCMS agreement was to fund all installations that were successfully completed and operational by 31<sup>st</sup> March 2015, PCC requested approval to complete a further 14 sites by 30<sup>th</sup> June 2015 which was agreed. Therefore this stage is now considered closed as all sites are now operational with no further funding available from the DCMS.

The Council may wish to consider extending the My City WiFi network to other locations around the City when it considers its Capital Programme priorities in February 2016.

## 5.2 Vouchers

The second strand was to encourage local small and medium sized business to apply for a broadband connection voucher to increase the superfast broadband coverage across the city. Areas targeted were several business parks that are in 'NGA white areas' as well as sites throughout the city.

The Council was initially awarded £2,236,000 for the application of 500 vouchers. However due to low uptake nationally as well as in Portsmouth, DCMS agreed to reduce the voucher target to 160. In September 2014 the Council extended the scheme boundaries to include postcodes for Fareham BC, Gosport BC and Havant BC.

A significant part of the voucher scheme amounting to £1,380,600 of voucher funding was re-allocated to the public wifi project leaving an agreed final sum of £855,400 for the voucher scheme.

By 31 March 2015 when Phase 2 completed 69 Bespoke Vouchers and 132 pre-registered packages had been awarded versus the original target of 160. Phase 3 started on 1<sup>st</sup> April 2015 and to date a further 9 Bespoke Vouchers and 69 pre-registered packages have been issued.

A fourth strand of Concessions which sought to engage the market in areas of innovation to complement the work on the wireless network was withdrawn due to lack of market demand.

## 5.3 Demonstrator Hub

The Council was originally allocated £100,000 to create a Demonstrator Hub to provide help and advice on new technologies (e.g. VOIP and Cloud), connection speeds and drop in service for website health checks. We also provided information on the scheme and signposted to other business support agencies. The Demonstrator Hub was set up in partnership with the University of Portsmouth and achieved cost savings. Unfortunately, demand has been very low as SME's have access to the information from other sources.

## 5.4 An overall summary is set out below:

	<b>Target</b>	<b>Forecast Achievement</b>
Connection Vouchers	160	279
Public Building Wifi	89	79
Growth Hub	1	1
Wireless Concession	0	0

## 6. Conclusions

### 6.1 Impact of the programme

The City Council has significantly exceeded the targets set by DCMS verses the revised programme against a national backdrop of a challenging initiative.

The broadband connection voucher scheme will ultimately benefit a total of 279 SMEs/Charities within the authority boundaries of Portsmouth City Council and Fareham, Gosport and Havant Borough Councils. This should result in those businesses being able to grow and ultimately increase the economic growth of Portsmouth.

The wifi in public buildings project allowed the installation of superfast broadband in 79 sites across the City in partnership with Portsmouth University, allowing residents and visitors to Portsmouth to use My City WiFi, encouraging social inclusion and covering some areas that were previously NGA white areas.

### 6.2 Future Plans

The infrastructure that has been deployed as part of our wifi in Public Buildings will provide PCC with the opportunity to investigate the benefits of implementing a sensory network within the city. This concept is where sensors are fitted to specific objects (e.g. within buildings, parking sites, within vulnerable residents houses, etc.). This technology will enable the potential delivery of the following sensory applications:

- Patient monitoring & surveillance
- Building control & monitoring
- Smart parking / monitoring traffic congestion
- Smart lighting
- Waste detection
- Anti-pollution

Sensory networks are an important emerging technology that some areas of government already are deploying to bridge the widening gap between the demand to reduce costs and to improve services.

It is recommended that the City Council undertake an initial feasibility study into the opportunities afforded by sensory applications across both Council Services and in conjunction with our Public Sector partners.

**7. Equality impact assessment (EIA)**

7.1 An Equality Impact Assessment is not required as there are no proposed changes to services, policies, or procedures included in the recommendations.

**8. Legal implications**

8.1 The City Solicitor has formally considered this report for legal issues.

**9. Director of Finance & Information Service's comments**

9.1 The City Council was given a revised grant approval of up to £4.1m from the Department of Culture Media & Sport for this project, claimable retrospectively. The estimated final draw down on this funding is £2,801,000. This is analysed over the three project strands as follows:

<u>Project Strand</u>	Grant Approval £	Final Estimated Spend £
Connection Vouchers	855,400	160,000
WiFi in Public Buildings	3,255,600	2,635,000
Growth Hub	20,000	6,000
	<hr/>	<hr/>
	4,131,000	2,801,000

Whilst this project is now complete, DCMS are continuing with a further voucher scheme for small businesses which covers a wider area and includes additional local authorities. Although there is no authority specific grant allocation for this new phase, participants will be able to make a claim from the single resource held by DCMS for this purpose.

All expenditure made on the project is expected to be eligible and reclaimed from the Super Connected Cities grant.

.....  
Signed by: Head of Financial Services

**Background list of documents: Section 100D of the Local Government Act 1972**

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

Title of document	Location

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by Cabinet Member for Resources on 16th July 2015

.....  
Signed by: Cabinet Member for Resources



# Agenda Item 8



Portsmouth  
CITY COUNCIL

Agenda item:

**Decision maker:** Cabinet Member for Resources Portfolio

**Subject:** Budget Outturn 2014/15 - Revenue Cash Limits and Capital Programme

**Date of decision:** 16th July 2015

**Report by:** Director of Finance and Information services

**Wards affected:** ALL

**Key decision:** No

**Budget & policy framework decision:** No

---

## 1. Introduction

- 1.1 This report compares the Resources Portfolio 2014/15 revenue and capital expenditure outturns for 2014/15 with the controllable cash limit and approved capital programme. It provides information to enable an understanding of the reasons for variances.

## 2. Purpose of report

- 2.1 To inform the Cabinet Member and Opposition Spokespersons of:
- The 2014/15 outturn revenue expenditure for the year compared with the cash limited budget.
  - The 2014/15 outturn capital expenditure against the revised capital programme.

## 3. Recommendations

- 3.1 The content of this report be noted.

#### 4. Background

##### 4.1 Cash Limit Expenditure 2014/15

Net Requirement	<b>£000's</b> 22,571
Less;	
Capital Charges	(1,788)
Net Insurance Costs	(113)
FRS17	293
Employee Benefit Accruals	9
<b>Controllable Cash Limit 2014/15</b>	<u>20,972</u>

##### 4.1 Outturn 2014/15

	<b>£000's</b>	<b>% of Budget</b>
Controllable Cash Limit 2014/15	21,668	
Total Actual Expenditure 2014/15	20,972	96.79%
<b>Variance - (Under)/Overspend</b>	<u>(696)</u>	3.21%

##### 4.2 Appendices

4.3 Analysis of this portfolio's variations from the revenue cash limit is attached at Appendix A.

4.4 Analysis of the portfolio's capital expenditure for 2014/15 is attached at Appendix B.

#### 5. Revenue Expenditure

(Please read in conjunction with the attached Appendix A)

5.1 The final outturn for the portfolio compared to the cash limit is a net underspend of £696,200.

5.2 Within the portfolio there are services whose budgets are deemed 'windfall' budgets by the City Council. These services are, Spinnaker Tower, Rent Allowances, Rent Rebates, Discretionary Non-Domestic Rate relief, Land Charges and External Audit Fees (within Corporate Management). These 'windfall' budgets represent income and expenditure which is demand led and largely out of the control of budget managers. Consequently any under or overspending is absorbed corporately. Excluding 'windfall' variances gives a net underspend on the portfolio of £651,800 i.e. 3.02%.

Total Variance (underspend)	(696,200)
Excluding;	
Spinnaker Tower	(54,500)
Rent Allowances and Rent Rebates	66,700
Discretionary Non Domestic Rate Relief	(20,000)
Land Charges	(3,800)
Audit Fees	(32,800)
<b>Net 'controllable' (underspend)</b>	<b><u>(651,800)</u></b>

### 5.3 Item 1 Miscellaneous Expenses - underspend £62,300

This budget heading comprises various corporate budgets including Monuments & Memorials, Project Management, Feasibility Studies, PUSH and Trade Union Secondments.

The main underspends occurred for the following reasons:

- Not all of the recognised Trade Unions were represented by a full time secondment.
- There was no call on the budget set aside for new feasibility studies in this portfolio as any work has been met from existing budgets elsewhere.

### 5.4 Item 2 HR, Legal and Performance - underspend £221,900

Legal services income continued to improve throughout the year with higher than budgeted income from the capital programme, Housing Revenue Account and project charges.

Recharges to capital schemes also contributed to increased income within the procurement team and the audit service was able to achieve increased earnings from charges to schools.

Across all departments a policy of holding positions vacant where operationally possible further increased the underspent position.

### 5.5 Item 6 Financial Services - underspend £46,700

Where operationally possible the service kept positions vacant in anticipation of future efficiency requirements.

### 5.6 Item 10 Landlords Repairs and Maintenance - underspend £124,900

A number of budget areas within this heading contributed to the underspend.; the main ones being:

Reactive Maintenance incurred a £45,000 underspend. This budget relates to ongoing repairs and maintenance in response to events throughout the year. It is highly influenced by the weather and since the winter of 2014/15 was mild the full budget allocation was not required.

Within Planned Term Servicing, which relates to plant and machinery, an over estimate of costs relating to a prior year did not materialise, therefore the surplus budget of £50,000 was not utilised in 2014/15.

Planned Maintenance is commissioned throughout the year to match in year budget allocations. Approximately £20,000 of commissioned work has been re phased into 2015/16.

5.7 Item 11 Spinnaker Tower - underspend £54,500

An improvement in the Tower's trading activity generated additional income for the Council through its profit sharing arrangement with Heritage Projects.

5.8 Item 14 & 15 Housing Benefit - overspend £66,700

The Council paid approximately £108m in housing benefit to Portsmouth residents during 2014/15. These costs are recovered from central government through a subsidy mechanism which covers both the payment and administration costs of the benefit.

Due to subtle variations in factors associated with administration of the system, such as recovery of overpayments or movements in the age of outstanding debt, the council can only recover the full cost over the medium term, resulting in small surplus or deficit outturns in any financial year.

5.9 Item 18 Benefits Administration – underspend £102,500

Vacant posts, where operationally possible, were held in anticipation of future efficiency requirements. This resulted in an underspend within the staffing budget.

Reductions in court costs and general supplies and services further increased the underspend position.

5.11 Item 22 Corporate Management - underspend £99,200

Corporate Management includes a budget for external audit fees. Overall expenditure was lower than anticipated due to a rebate from the now obsolete Audit Commission. The rebate related to surplus funds held by the commission distributed back to local authorities on its disbandment.

Within the staffing budget a vacant post was held during the year to meet approved savings in 2015/16 and a secondment within the service was made at a lower cost than the previous post holder.

## 6. Summary

6.1 The overall outturn position on the portfolio is a net underspend of £696,200 representing 3.21% of the total cash limited budget. Within this net position there are various other less significant under and overspendings as shown in Appendix A.

6.2 The 2014/15 outturn net controllable underspend of £651,800 will be added to the portfolio specific earmarked reserve. This was set up to be used initially to cover future year end overspendings, budget pressures, contingent items and spend to save schemes. Once these instances have been satisfied, the reserve may be used for other developments or initiatives. The portfolio holder is responsible for approving any releases from their earmarked reserve in consultation with the Head of Finance & S151 Officer.

6.3 During 2014/15, the following approvals totalling £243,800 have been met from the reserve:

HR system developments	30,000
Review of Property portfolio assets	65,000
Contribution to fund two ex-apprentices	37,900
Maintenance Business Budget - One off staffing costs	36,000
Landlords Repairs & Maintenance - RCCO for Civic Offices chillers	66,100
External advice re code of conduct	8,800

6.4 To date, there are further approved commitments of £461,000 against this reserve in 2015/16. These are as follows:

	£'s
Policy hub upgrade	4,000
Continuation of funding for two ex-apprentices into 2015/16	40,000
Telephony resilience	50,000
Initial funding for Market Research post 2015/16 (up to maximum)	43,000
Procure to Pay review	20,000
Local Welfare Assistance Scheme - Lottery bid	90,000
Administration of the replacement for the Local Welfare Scheme	10,000
Spinnaker Tower naming rights - Pitch support (up to maximum)	24,000
Transformation Manager - Public/Private partnership project	60,000
Recruitment of IS automations assistant	25,000
Early costs of Channel Shift capital bid	50,000
Improving HR data (up to maximum)	12,000
Additional Benefits assessors	33,000

After taking these into account, the uncommitted balance remaining on the portfolio reserve is £936,600.

## 7. Capital Programme

(Please read in conjunction with the attached Appendix B)

7.1 The capital programme has been updated to reflect the impact of new schemes, further approved amendments, re-phasing of expenditure and the removal of completed schemes.

### 7.2 Outturn 2014/15

	<b>£000's</b>
Total Revised Budget 2014/15	10,126
Actual Net Expenditure 1 Apr 2014 to 31 Mar 2015	7,050
<b>Variance - (Under) / Overspend</b>	<u><u>(3,076)</u></u>

7.3 The outturn for the portfolio capital programme compared to the approved budget is a net underspend of £3,076,100. This underspend is mostly attributable to slippage in spending from the 2014/15 year into 2015/16.

7.4 Higher value schemes where the estimated phasing of expenditure has slipped from 2014/15 into 2015/16 are as follows:

	<b>£'s</b>
Landlords Maintenance Capitalised Repairs	97,000
Landlords Maintenance Capital Contingency	411,000
IS Data Centre Phase 2	226,400
Review of Business Software (windows 7)	275,100
Guildhall Capital Works	307,200
Working Anywhere	206,000
Commercial Letting of Brunel Wing	173,700
Super Connected Cities	632,500
Server and Database Upgrades	200,000
Total	<u><u>2,528,900</u></u>

### 7.5 Item 1 Landlords Maintenance capitalised repairs - slippage £97,000

This budget heading comprises two active schemes which did not incur any expenditure in 2014/15 for these reasons;

- Maintenance on electrical distribution systems were deliberately re-scheduled to 2015/16 to co-ordinate with works on the data centre, resulting in slippage of £85,800 into 2015/16.
- A residual budget of £11,200 in relation to minor finishing works on new chiller units, cooling towers and building management systems was not required since all works were completed satisfactorily in 2013/14.

7.6 Item 3 Landlords Maintenance Capital Contingency - slippage £411,000

This funding is only for urgent repairs critical to maintaining operational buildings. During 2014/15 all essential works were able to be incorporated into the normal Landlords Maintenance budget and therefore this allocation was not called upon.

7.7 Item 12 IS Data Centre Phase 2- slippage £226,400

The original project specification included a new standalone data centre to support commercial tenants within the Brunel Wing and remodelling of accommodation space to support the existing data centre facilities.

During 2014/15, new standalone data centre works were removed from the project specification. This resulted in slippage into 2015/16.

Current forecasts suggest an overall underspend on the project of approximately £80,000.

7.8 Item 15 Review of Business Software (windows 7) - slippage £275,100

The work to upgrade the computer systems to windows 7 was completed in 2012/13. The remaining budget is being used to improve network capability associated with the upgrade. These improvements were included in the original project specification and the remaining budget allocation has been earmarked for this activity.

7.9 Item 16 Guildhall Capital Works - slippage £307,200

A budget of approximately £260,000 was included for replacement auditorium and perimeter windows during January 2015.

Despite the new windows being visually similar to the existing, the listed building status of the Guildhall means that English Heritage approval is required prior to installation. This resulted in a delay to the works programme and resultant slippage. It is envisaged that the window works will be completed by September 2015.

Further slippage of £47,000 occurred in respect of roof repairs due to lower overall contractor costs and replacement boilers costing less than originally estimated.

7.10 Item 19 Working Anywhere - slippage £206,000

This project will equip the council with an ICT infrastructure that can fully support flexible working. Significant progress on the scheme was made during 2014/15 and total expenditure incurred was £741k.

The final phases of this scheme have slipped into 2015/16 since some elements such as, 'apps' working over the virtual private network (VPN) and the upgrade of telephony systems need to be phased with new security infrastructure.

7.11 Item 20 Commercial Letting of Brunel Wing - slippage £173,700

Elements of the works programme were put on hold for 3 months due to a recent management restructure. This created a requirement to re plan some of the new accommodation space to take account of revised staffing structures.

Despite this delay, the overall deadline of 31<sup>st</sup> March 2016 to vacate the wing is expected to be met.

7.12 Item 24 Super Connected Cities - slippage £632,500

Funded via a central government grant the Super Connected Cities project is enhancing wireless connectivity across the city.

Installation works have been slower than initially anticipated by the main contractors, since detailed site surveys were not undertaken at the project inception stage. Funding will continue to be granted to fund completion of the project.

7.13 Item 27 Server and Database Upgrades - slippage £200,000

A key criterion for Public Services Networks (PSN) security accreditation is that software is supportable. Without PSN compliance the Council would be unable to share information with central government.

The capital scheme was funded by a contribution to capital from the IS revenue budget in 2014/15 to cover the cost of new servers and improve the existing resource used to support the upgrade of systems / databases which were at risk of de-support by suppliers due to their age. This will ensure that systems remain viable and we retain our Public Services Network (PSN) accreditation essential for information sharing with our key partners. Work started in 2014 in line with the original budget phasing although the majority of expenditure will occur 2015/16 to concur with the overall IS project timetable. The project will fully complete in 2015/16.

7.14 A number of schemes completed during the year with an overall underspend of £32,200. These savings will either be returned to the corporate centre or the specific reserve that they originated from.

**8. Equality impact assessment (EIA)**

8.1 An Equality Impact Assessment is not required as there are no proposed changes to services, policies, or procedures included in the recommendations.

**9. Legal implications**

9.1 The City Solicitor has formally considered this report for legal issues.



**10. Director of Finance & Information service's comments**

10.1 This report represents the actual outturn position on the Resources portfolio's approved revenue and capital budgets as at the 31st March 2015.

.....  
Signed : Director of Finance and Information services

**Appendices:**

- A Revenue Outturn Statement**
- B Capital Monitoring Statement**

**Background list of documents: Section 100D of the Local Government Act 1972**

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

<b>Title of document</b>	<b>Location</b>
Service Budget monitoring files	CRS Accountancy team

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by Cabinet Member for Resources on 16th July 2015

.....  
Signed by: Cabinet Member for Resources

This page is intentionally left blank

# FINANCIAL AND SERVICE PERFORMANCE YEAR ENDING MARCH 2015

<b>MONTHLY BUDGET MONITORING STATEMENT - CASH LIMIT 2014/15</b>	
PORTFOLIO	Resources
BUDGET	21,668,200
<b>TOTAL CASH LIMIT</b>	<b>21,668,200</b>

CHIEF OFFICER	Various	Risk indicator	
YEAR ENDED	March-15	Low	L
		Medium	M
		High	H

Page 31

ITEM No.	BUDGET HEADING
1	Miscellaneous Expenses
2	HR, Legal and Performance
3	Transformation Workstream Investment
4	Customer & Community Services
5	Grants & Support to the Voluntary Sector
6	Financial Services
7	Information Services
8	AMS Design & Maintenance
9	Property Services
10	Landlords Repairs & Maintenance
11	Spinnaker Tower
12	MMD Crane Rental
13	Administration Expenses
14	Housing Benefit - Rent Allowances
15	Housing Benefit - Rent Rebates
16	Local Taxation
17	Local Welfare Assistance Scheme
18	Benefits Administration
19	Discretionary Non-Domestic Rate Relief
20	Land Charges
21	Democratic Representation & Management
22	Corporate Management

BUDGET PROFILE 2014/15				RISK INDICATOR
Total Budget	Forecast Year End Outturn	Variance vs. Total Budget		
£	£	£	%	
169,100	106,800	(62,300)	(36.8%)	M
2,984,700	2,762,800	(221,900)	(7.4%)	H
289,700	289,700	0	0.0%	M
1,741,700	1,753,300	11,600	0.7%	L
838,400	837,800	(600)	(0.1%)	L
4,746,900	4,700,200	(46,700)	(1.0%)	M
3,849,800	3,837,500	(12,300)	(0.3%)	M
893,100	897,400	4,300	0.5%	M
256,900	269,600	12,700	4.9%	M
1,261,500	1,136,600	(124,900)	(9.9%)	H
(288,700)	(343,200)	(54,500)	(18.9%)	M
(385,400)	(385,500)	(100)	(0.0%)	M
5,000	700	(4,300)	(86.0%)	L
(637,000)	(474,900)	162,100	25.4%	H
(200,000)	(295,400)	(95,400)	(47.7%)	H
1,302,300	1,274,300	(28,000)	(2.2%)	M
436,200	414,800	(21,400)	(4.9%)	L
2,000,300	1,897,800	(102,500)	(5.1%)	H
0	(20,000)	(20,000)	-	L
(83,200)	(87,000)	(3,800)	(4.6%)	M
1,211,300	1,222,300	11,000	0.9%	L
1,275,600	1,176,400	(99,200)	(7.8%)	M

<b>TOTAL</b>	<b>21,668,200</b>	<b>20,972,000</b>	<b>(696,200)</b>	<b>(3.2%)</b>
<b>Total Net Forecast Outturn (after remedial action but before transfers (From)/to Portfolio Specific Reserves)</b>	<b>21,668,200</b>	<b>20,972,000</b>	<b>(696,200)</b>	<b>(3.2%)</b>
<b>Transfer Windfall items variance to Corporate Reserve</b>		(44,400)		
<b>Transfer to Portfolio Reserve</b>		(651,800)		
<b>Total Net Forecast Outturn (after transfers to Reserves)</b>	<b>20,972,000</b>	<b>20,972,000</b>	<b>0</b>	<b>0.0%</b>

**Note** All figures included above exclude Capital Charges, Levies and Insurances  
Income/underspends are shown in brackets and expenditure/overspends without brackets

## REASONS FOR VARIATIONS AGAINST TOTAL BUDGET 2014/15

Item No.	Reason for Variation	Variance £
1	This area was underspent as not all of the recognised Trade Unions were represented by a full time secondment and there was no use of resource set aside for feasibility studies since existing service and capital budgets have absorbed these costs.	(62,261)
2	The HR, Legal and Performance Management budget is underspent due to additional income and part year vacancies. Legal Services have been able to increase fee earning whilst not increasing associated costs to the same extent.	(221,900)
4	The overspend was caused by a major restructure to the City Helpdesk during the year which is now complete, this has been offset by other areas within CCDS in 2014/15. The new structure is in place as at April 2015 and no further budget issues are expected.	11,600
6	The service was holding vacancies where possible in order to prepare for saving requirements in future years.	(46,700)
7	The service is underspent due to vacant posts being held in preparation for future years savings.	(12,300)
9	A sum of £100,000 was a recommended 2014/15 budget saving. This saving was based on the AMS Property Service creating Business Partners with other PCC Services' Property Departments providing a more efficient service and creating economies of scale. However, following the restructuring of AMS, this saving proposal is no longer feasible. For 2014/15, this overspend has been able to be reduced mainly due to additional internal income earned from Capital Project work, which was agreed very late in the year, and underspends across the rest of the budget area.	12,700
10	The underspend is made up of: an underspend of £45,000 on reactive maintenance due to the continued mild winter weather conditions; an underspend of £50,000 on Planned Term Servicing which is mainly due to a previous over estimate of prior financial years costs, and finally, the Planned Preventative Works budget has underspent due to works being commissioned but not completed as at year end of approx £20,000.	(124,900)
11	The Spinnaker Tower operator agreement continued to report an improvement in trading activity.	(54,500)
14 & 15	These variances represent the difference between housing benefit paid out to private and council house tenants and the government subsidy received for these purposes. The total value of benefits paid exceeds £100m and minor fluctuations in the factors affecting Housing Benefit can result in material variances.	66,700
16	Underspend due to holding of vacancies where possible in order to prepare for savings requirements in future years.	(28,000)
17	Refund of additional unspent balances from scheme operator.	(21,400)
18	Underspend due to holding of vacancies where possible in order to prepare for savings requirements in future years and reduction in court fees and other supplies and services.	(102,500)
19	Underspend due to release of 13/14 carried forward amount for late claims not needed due to change in treatment.	(20,000)
21	The Majority of this overspend (£8,000) relates to Committee Meetings which required repair. A backup system has also now been purchased which again was not within the original budget. Remainder of overspend primarily relates to a contract which is not yet achieving the full amount of income expected.	11,000
22	This budget saving is due to a rebate received from the disbanded audit commission and there were a number of unfilled vacancies which will be used to meet future budget savings.	(99,200)
	Net of variances less than £5,000	(4,539)
	<b>TOTAL PROJECTED VARIANCE</b>	<b>(696,200)</b>

**Note** Remedial Action resulting in savings is shown in brackets

RESOURCES PORTFOLIO

Capital Monitoring Statement - 2014/15

Meeting Date : 16 07 2015

APPENDIX B

APPENDIX B

Item No.	Scheme	Source of Finance	Total Expenditure to 31-Mar-14 £	Revised Budget 2014/15 £	Outturn Expenditure 2014/15 £	In Year Variance Overspending / (Savings) £	Approved Estimate 2015/16 £	Total Approved Budget £	Final Cost £	Total Scheme Variance Overspending / (Savings) £	Progress to Date/ Comments
1	Landlord's Maintenance - capitalised repairs	CorpRsv / CMR	1,347,076	96,967	-	(96,967)	4,500	1,448,543	1,448,543	-	The remaining 2014/15 budget allocation will be used to finish electrical distribution works and cover retention on the Civic Offices plant upgrade.
2	Project Management	CorpRsv	-	-	-	-	44,900	44,900	44,900	-	General Provision to address any project management shortfall in resources which would inhibit the delivery of major projects. Specific allocations are subject to approval through the Strategic Directors Board.
3	Landlords Maintenance	CorpRsv/CP(DCSF)	2,468,018	643,851	592,967	(50,884)	1,175,115	4,286,984	4,286,984	-	Funding allocated for urgent repairs based on the priority of need. The majority of funding within the 2014/15 programme is allocated to works on the Civic Offices main chillers which are now complete. A further approval of £1,000,000 was given by Full Council in February 2015 to meet a backlog of priority repairs.
4	Landlords Maintenance Capital Contingency 2012/13	CorpRsv	-	215,000	-	(215,000)	-	215,000	215,000	-	New funding allocated as part of the 2012/13 Capital Programme approval for essential works critical to maintaining operational buildings.
	Landlords Maintenance Capital Contingency 2013/14	CRGG	-	196,000	-	(196,000)	-	196,000	196,000	-	New funding allocated as part of the 2013/14 Capital Programme approval for essential works critical to maintaining operational buildings.
<b>Sub Total:</b>			-	<b>411,000</b>	-	<b>(411,000)</b>	-	<b>411,000</b>	<b>411,000</b>	-	
5	MMD - Capital Loans	UB	3,444,000	1,760,000	1,760,000	-	1,740,000	6,944,000	6,944,000	-	Capital loans payable to MMD to finance capital expenditure requirements. Loans in 2014/15 will fund installation of solar panels and gas changes within storage sheds.
6	Asset Management System	B	160,720	50,000	12,425	(37,575)	89,297	300,017	300,017	-	Development work to improve the new systems interface with financial reporting requirements is on-going and has delayed completion until mid 2015/16.
7	Major Repairs to Corporate Property Portfolio	CorpRsc/CRGG	1,101,336	113,034	53,255	(59,779)	-	1,214,370	1,214,370	-	Miscellaneous repair works to PCC properties. The remaining allocation for 2014/15 was used to complete works to the Carnegie Library, Southsea castle and retention costs from schemes completed in 2013/14.
8	Merefield House Relocation and Civic Offices Customer Access Refurbishment	CorpRsv	511,065	119,902	67,319	(52,583)	-	630,967	578,384	(52,583)	Relocation of staff , closure and sale of surplus asset. The majority of works completed in 2014/15 and the remaining budget will be reallocated to the Commercial Letting of the Brunel Wing scheme.
		RCCO	15,000	1,400	-	(1,400)	-	16,400	15,000	(1,400)	
<b>Sub Total :</b>			<b>526,065</b>	<b>121,302</b>	<b>67,319</b>	<b>(53,983)</b>	-	<b>647,367</b>	<b>593,384</b>	<b>(53,983)</b>	
9	Dame Judith Prof. Centre - Relocation of Services	CorpRsv	84,617	-	836	836	-	84,617	85,453	836	Relocation of staff , closure and sale of surplus asset. The majority of works completed in 2014/15 and the remaining budget will be reallocated to the Commercial Letting of the Brunel Wing scheme.
		CP(DCSF)/CM	41,076	41,307	-	(41,307)	-	82,383	41,076	(41,307)	
<b>Sub Total :</b>			<b>125,693</b>	<b>41,307</b>	<b>836</b>	<b>(40,471)</b>	-	<b>167,000</b>	<b>126,530</b>	<b>(40,471)</b>	
10	Civic Offices Catering - Coffee Shop	CorpRsv	61,293	7,959	6,540	(1,419)	-	69,252	69,252	-	The View coffee shop is open. Residual budget used to improve seating area, flooring and storage areas.
11	IS Data Centre	RCCO	137,871	45,717	2,426	(43,291)	-	183,588	183,588	-	The scheme is complete and the IS data centre is operational. Remaining budget is available to cover retention and finishing works.
		CorpRsv	721,712	-	-	-	-	721,712	721,712	-	
	IS Data Centre Chillers	CMR	123,881	10,519	16,710	6,191	-	134,400	134,400	-	
<b>Sub Total :</b>			<b>983,464</b>	<b>56,236</b>	<b>19,135</b>	<b>(37,101)</b>	-	<b>1,039,700</b>	<b>1,039,700</b>	-	
12	IS Data Centre Phase 2	CorpRsv / RCCO	740	314,300	87,904	(226,396)	394,960	710,000	630,000	(80,000)	Original scheme covered two elements: works to improve accommodation space for operatives of the new IS Data centre (item 11) and potential new server facilities dedicated to the commercial tenants of the Brunel wing. Following a review of tenant's requirements, the server facility is no longer proposed.

Item No.	Scheme	Source of Finance	Total Expenditure to 31-Mar-14 £	Revised Budget 2014/15 £	Outturn Expenditure 2014/15 £	In Year Variance Overspending / (Savings) £	Approved Estimate 2015/16 £	Total Approved Budget £	Final Cost £	Total Scheme Variance Overspending / (Savings) £	Progress to Date/ Comments
13	Transformation Programme - Customer Management	UB	84,125	60,000	69,274	9,274	40,875	185,000	185,000	-	Works have comprised both hardware and software elements. Completion has been delayed until early 2015/16 since the final development stage needs to be phased with on going web site development work.
14	IS Road Map	RCCO	101,940	509,500	569,262	59,762	423,560	1,035,000	1,035,000	-	Rolling programme of IT infrastructure renewal. Major schemes include replacement storage area network, software upgrades and improved back up systems.
15	Review of Business Software (windows 7)	CorpRsv	768,886	422,214	147,147	(275,067)	343,400	1,534,500	1,534,500	-	Upgrade all computers to Windows 7 and enhance network capability. General upgrade work concluded in 2013/14, the remaining budget will be utilised to enhance network capability. Estimated completion date is the end of 2015/16.
		ITR	49,500	-	-	-	-	49,500	49,500	-	
	<b>Sub Total:</b>		<b>818,386</b>	<b>422,214</b>	<b>147,147</b>	<b>(275,067)</b>	<b>343,400</b>	<b>1,584,000</b>	<b>1,584,000</b>	<b>-</b>	
16	Guildhall Capital Works	CorpRsv	921,922	602,818	295,630	(307,188)	20,000	1,544,740	1,544,740	-	Significant capital works to enhance the Guildhall funded via release of funds from contingency. Remaining works include; Electrical/ lighting works, refurbished changing rooms, window replacement, various roof replacements, boiler replacement and mechanical works. A requirement to gain English Heritage approval for window replacements has resulted in lower 2014/15 spend than budgeted.
17	Revenue and Benefits EDMS replacement	CorpRsv	27,792	67,208	46,316	(20,892)	-	95,000	95,000	-	Upgrade of equipment and software used to manage documents within the Revenue and Benefits service. Links with two other schemes within Social Care and Housing. Slippage into 2015/16 is partly due to elements relating to Social Care needing to be completed ahead of Revenue and Benefit related items.
18	Call Recording System	CorpRsv	-	90,000	37,500	(52,500)	-	90,000	90,000	-	Scheme to replace existing unsupported call recording technology with a replacement system that continues to comply with legislation concerning telephone payments. Scheme is scheduled to complete in 2015/16.
19	Working Anywhere	CorpRsv	-	879,456	740,835	(138,621)	33,200	912,656	912,656	-	Commencing in 2014/15 this scheme aims to equip the council with a suitable ICT infrastructure that will facilitate flexible working. Project is forecast to complete in 2015/16.
		CP(DH)CG	-	67,344	-	(67,344)	-	67,344	67,344	-	
	<b>Sub Total :</b>		<b>-</b>	<b>946,800</b>	<b>740,835</b>	<b>(205,965)</b>	<b>33,200</b>	<b>980,000</b>	<b>980,000</b>	<b>-</b>	
20	Commercial Letting of Brunel Wing	CorpRsv	-	491,227	326,286	(164,941)	100,000	591,227	591,227	-	Creation of an autonomous Brunel wing suitable for commercial letting. The scheme includes core 5 lift upgrade, infrastructure, door access systems, furniture and the relocation of staff. A management resstructure in 2014/15 has resulted in a 3 month delay during the year. It is anticipated that the project will still complete by its original deadline of 31st March 2016.
		CP(DCSF)CM	-	8,773	-	(8,773)	-	8,773	103,227	94,454	
	<b>Sub Total :</b>		<b>-</b>	<b>500,000</b>	<b>326,286</b>	<b>(173,714)</b>	<b>100,000</b>	<b>600,000</b>	<b>694,454</b>	<b>94,454</b>	
	World War 2 Memorial Guildhall Square	CorpRsv	-	27,000	22,149	(4,851)	-	27,000	27,000	-	Scheme is progressing with all service names included on the memorial and work to add approx 1000 civilian names underway. Portsmouth City Council has contributed £27,000 to the scheme with the remaining costs funded through on-going fundraising by the WWII Memorial Trust.
		OC	-	70,000	-	(70,000)	-	70,000	70,000	-	
	<b>Sub Total :</b>		<b>-</b>	<b>97,000</b>	<b>22,149</b>	<b>(74,851)</b>	<b>-</b>	<b>97,000</b>	<b>97,000</b>	<b>-</b>	
22	PSN CoCo Compliance	CorpRsv	-	192,000	99,384	(92,616)	-	192,000	192,000	-	Scheme to comply with the Public Sector Network (PSN) authority requirements for authorities that connect to secure government systems.
23	Replacement Emergency Generator	CP(DCSF)CM	-	186,700	162,632	(24,068)	3,300	190,000	190,000	-	Installation of a new generator to ensure safe operation of key services based in the Civic Offices. £45,000 transferred from Civic Ducting re MIS 31.10.2014.
24	Super Connected Cities	OC	33,392	2,286,608	1,654,129	(632,479)	-	2,320,000	2,320,000	-	Provision of a high speed broadband service to local businesses and enhancements to wifi networks within public buildings. Funded by central government grant from the Department for Culture Media and Sport. Funding will continue into 2015/16 to complete the project.

RESOURCES PORTFOLIO

Capital Monitoring Statement - 2014/15

Meeting Date : 16 07 2015

APPENDIX B

APPENDIX B

Item No.	Scheme	Source of Finance	Total Expenditure to 31-Mar-14 £	Revised Budget 2014/15 £	Outturn Expenditure 2014/15 £	In Year Variance Overspending / (Savings) £	Approved Estimate 2015/16 £	Total Approved Budget £	Final Cost £	Total Scheme Variance Overspending / (Savings) £	Progress to Date/ Comments
25	Guildhall Capital works - Operational areas	RCCO	-	-	-	-	80,000	80,000	80,000	-	Improvements to internal operational areas utilised by Portsmouth City Council. Funded via a revenue contribution from the Planning Regeneration and Economic Development revenue budget.
26	LGA Bonds Agency Equity Holding Account	RCCO	-	150,000	150,000	-	-	150,000	150,000	-	Purchase of shares in the Local Capital Finance Company Ltd, which will operate a bonds agency within capital markets. Increased competition in the market should reduce council borrowing costs.
27	Server and Database Upgrades	RCCO	-	200,000	-	(200,000)	-	200,000	200,000	-	Upgrade to server and database software to ensure ongoing support from suppliers. This is a requirement to maintain Public Service Network (PSN) security accreditation.
28	Requirements Specs for BI & EDMS	CorpRsv	-	-	245	245	850,000	850,000	850,000	-	The scheme comprises two elements; A review of existing information needs and the creation of a specification, followed by a development and implementation phase.
29	Web Phase 2/ Channel Shift	CorpRsv	-	-	-	-	635,000	635,000	635,000	-	Scheme will significantly improve the Councils customer contact arrangement. Focusing on development of web presence to enable more online self-serve functionality to reduce demand for phone or face to face contact.
30	Utilities Managenent	UB	-	-	-	-	1,080,000	1,080,000	1,080,000	-	A range of energy efficiency schemes including fitting of photo voltaic panels to selected PCC assets, installation of building management systems and insulation of building roof voids.
<b>On-going Schemes Total</b>			<b>12,205,962</b>	<b>9,926,804</b>	<b>6,921,171</b>	<b>(3,005,633)</b>	<b>7,058,107</b>	<b>29,190,873</b>	<b>29,110,873</b>	<b>(80,000)</b>	
<b>Completed Schemes Total</b>			<b>4,445,187</b>	<b>199,695</b>	<b>129,255</b>	<b>(70,440)</b>	<b>9,400</b>	<b>4,654,282</b>	<b>4,635,270</b>	<b>(32,232)</b>	
<b>GRAND TOTAL</b>			<b>16,651,149</b>	<b>10,126,499</b>	<b>7,050,426</b>	<b>(3,076,073)</b>	<b>7,067,507</b>	<b>33,845,155</b>	<b>33,746,143</b>	<b>(112,232)</b>	

Page 35 of 35

This page is intentionally left blank