

Meeting of:	Cabinet
Date of Meeting:	Monday, 09 March 2020
Relevant Scrutiny Committee:	Corporate Performance and Resources
Report Title:	Revenue Monitoring for the Period 1st April 2019 to 31st January 2020
Purpose of Report:	To advise Cabinet of the progress relating to revenue expenditure for the period 1st April 2019 to 31st January 2020
Report Owner:	Report of the Executive Leader and Cabinet Member for Performance and Resources
Responsible Officer:	Carys Lord Head of Finance/ Section 151 officer
Elected Member and Officer Consultation:	Each Scrutiny Committee will receive a monitoring report on their respective areas. This report does not require Ward Member consultation
Policy Framework:	This report is for executive decision by the Cabinet
<p>Executive Summary:</p> <ul style="list-style-type: none"> • The revenue position for 2019/20 is challenging with a savings target for the year being set at £3.020m. • Adverse variances are being projected for a number of services this year and the use of reserves has been approved to resolve this short term issue. 	

Recommendations

1. That the position with regard to the Authority's 2019/20 Revenue Budget be noted.

Reasons for Recommendations

1. To inform Cabinet of the projected revenue outturn for 2019/20.

1. Background

- 1.1 Cabinet on 18th November 2019 approved the revised Revenue Budget for 2019/20 (minute no c138) and the revised Housing Revenue Account budget for 2019/20 (minute number c140). There is an approved drawdown from the Council Fund during 2019/20 of £2m.

2. Key Issues for Consideration

- 2.1 Some services are anticipating adverse variances by year end and will not achieve their savings target in full this year. The table below details the position by service area. The use of reserves has been approved in the short term to overcome this issue.

Directorate/Service	2019/20 Original Budget	2019/20 Amended Budget	2019/20 Projected	Variance (+)Favourable (-) Adverse
Learning and Skills	£000	£000	£000	£000
Schools	87,806	87,806	87,806	0
Strategy, Culture, Community Learning & Resources	11,128	11,299	11,547	-248
Directors Office	225	225	225	0
Additional Learning Needs & Wellbeing	2,380	2,409	3,067	-658
Standards and Provision	4,070	4,070	4,033	+37
Unplanned use of reserves to fund overspend	0	0	(869)	+869
Social Services				
Children and Young People	16,098	16,195	16,495	-300
Adult Services	47,957	47,903	47,903	0
Resource Management & Safeguarding	272	281	281	0
Youth Offending Service	741	742	642	+100
Unplanned use of reserves to fund overspend	0	0	(200)	+200

Environment and Housing

Neighbourhood Services & Transport	26,792	26,658	28,658	-2,000
Unplanned use of reserves to fund overspend	0	0	(2,000)	+2,000
Regulatory Services	2,041	2,022	2,022	0
Council Fund Housing	1,309	1,326	1,326	0
Public Sector Housing (HRA)	(21)	1,795	1,795	0

Managing Director & Resources

Resources	14	259	259	0
Regeneration	2,057	2,022	2,022	0
Development Management	967	963	963	0
Private Housing	1,209	1,008	1,008	0
General Policy	23,032	22,910	16,410	+6,500
Transfer to Reserves	0	0	6,500	-6,500
Planned Use of Council Fund	(2,000)	(2,000)	(2,000)	0
Total	226,077	227,893	227,893	0

Learning and Skills

- 2.2** The forecast for Learning and Skills is an overspend of £869k after a planned use of reserves of £136k. In addition to the £500k transferred into a new reserve set up for Education pressures as part of the Initial Revenue Budget Proposals 2020/21, a further £500k was transferred into this reserve as part of the Final Revenue Budget Proposals 2020/21.
- 2.3** Schools - The delegated budget relating to schools is expected to balance as any under/over spend is carried forward by schools.
- 2.4** Strategy, Culture, Community Learning & Resources - There is an adverse variance of £248k anticipated for this area after a planned transfer from reserves of £136k. The Schools Non Delegated budget is projected to overspend by £146k. £136k of this variance is due to the need to fund on going safeguarding and salary protection costs in relation to the transformation of secondary schools in Barry, however, it had been planned to transfer £136k from the Schools Rationalisation reserve for this purpose. There are other small adverse variances of £10k. There is a projected overspend of £393k relating to School Transport. Local Education Authorities have a statutory duty to provide free school transport for pupils of statutory school age who reside beyond walking distance to the nearest appropriate school in addition to a statutory duty to provide transport for pupils with Additional Learning Needs (ALN) who require access to specialist provision. The Council also provides discretionary support towards pupils in further education above the age of 16. Currently, there is a projected

adverse variance of £250k for ALN. The overspend is due to new transport provision at the Early Intervention Base (EIB) at St Josephs, Ysgol Ty Coch, SAS Ysgol Y Deri (this is a day per week provision in Y Deri for pupils who attend mainstream schools - St Bride's, Y Ddraig and Llansanor) and increased transport provision/costs at Gladstone Primary, Jenner Park Primary, Red Rose School, Y Daith (PRU), Ysgol Y Deri and payments to parents where transport cannot be provided due to child needs or because no other transport option is available. This is in addition to the loss of an operator who provided a number of ALN routes but was unable to meet our contractual terms and conditions. The subsequent retendering of the routes saw an increase in overall costs. There is a projected £118k adverse variance relating to mainstream transport. Schools such as Ysgol Iolo Morgannwg, Ysgol Bro Morgannwg, Cowbridge Comprehensive and Llantwit Major Comprehensive have additional routes due to the increase in demand in addition to a number of catchment issue taxis. Costs from the tender of mainstream services also saw an overall increase across the board. Further Education is projecting an adverse variance of £25k as actual costs for St David's College transport are due to be higher than in previous years. These adverse variances are offset by the £124k net favourable variance projected by the Strategy and Resources section. The largest variance being due to the delay in the new finance system for secondary schools being implemented which has resulted in savings this year of £77k. The Libraries service is also projecting a favourable variance of £31k as the Openplus, afterhours automatic opening system, for Cowbridge & Llantwit Major Library is not going ahead in this financial year.

2.5 Directors Office - It is anticipated that this area will outturn on target.

2.6 Additional Learning Needs & Wellbeing - A net adverse variance of £658k is currently projected for this service. The Non Delegated Resource Units are projecting an overspend of £321k. The key emerging challenge for schools is the increasing number of children and young people who are displaying very complex social, emotional and mental health difficulties. In order to meet this need two specialist resource bases have been developed at Gladstone Primary School in partnership with Ysgol Y Deri. These resource bases are developing a trauma informed approach which recognises the impact of Adverse Childhood Experiences (ACEs) on the development of young people. The Childrens Placements and educational needs of Looked After Children's budgets are currently projecting an overspend of £383k. It is difficult to predict the outturn on these budgets as there could be changes in placements between now and the year end and costs for individual cases can be expensive. There is also an adverse variance of £54k on the recoupment income budget. This is offset by a favourable variance of £78k relating to Out of School Tuition. This budget provides support for out of school tuition for pupils whose medical needs mean they are unable to attend school. At the beginning of the financial year the number of pupils accessing this service was very high, however, there has been a significant drop in the numbers, with pupils either going back to school or to an

alternative provision. There are other small favourable variances of £22k projected.

- 2.7** Standards and Provision - A net favourable variance of £37k is projected for this service. There is a £70k favourable variance mainly relating to staffing in the Youth Engagement and Progression service. The EOTAS and Alternative Curriculum service is projecting an adverse variance of £115k due to a significant increase in the number of pupils accessing education provision other than at school. This has been partially offset by additional income of £38k from the Youth Support Homelessness grant and £10k from Cardiff Council CLA. The Pupils Referral Unit is currently projecting an adverse variance of £15k due to issues relating to long term sickness of staff and the need to employ agency staff to provide the service. Behaviour and Attendance has a projected favourable variance of £10k mainly against staffing budgets. There is also a favourable variance of £39k under School Improvements also relating to the staffing budgets.

Social Services

- 2.8** It is anticipated that Social Services will require a potential unplanned transfer from reserves at year end of £200k.
- 2.9** Children and Young People Services - The major concern for this service is the continuing pressure on the children's placements budget given the complexities of the children currently being supported and the high cost placements some of these children require to meet their needs. Work continues to ensure that children are placed in the most appropriate and cost effective placements, however in the context of the complexity of need and the national challenges in identifying placements this is challenging and it is projected that this budget could overspend by around £200k this year. It should be noted that due to the potential high cost of each placement, the outturn position could fluctuate with a change in the number of children looked after and/or the complexity of need. It should be noted that this position includes the utilisation of £500k grant funding from Welsh Government which had been provided on a one off basis in 2019/20, however, as part of the provisional settlement for 2020/21, it is indicated that grant funding will also be provided in 2020/21. The service holds a reserve that could be accessed at year end to fund high cost placements if required.
- 2.10** Adult Services - The service is now projecting a breakeven position at year which is an improved position from previous month. There still remains pressures on the Community Care Packages budget with the outturn position being difficult to predict as the budget is extremely volatile, however, the service has been able to utilise income from the Intermediate Care Fund (ICF) to remodel services and to more effectively manage demand which has resulted in this improved position.
- 2.11** Youth Offending Service - It is anticipated that this service will outturn with an underspend of £100k at year end. This is due to staff vacancies.

Environment and Housing

- 2.12** Neighbourhood Services & Transport - This service is currently projected to have an adverse variance of £2m against the 2019/20 budget. As part of the Initial Revenue Budget Proposals 2020/21, presented to Cabinet on 18th November 2019, £2m was transferred into the Neighbourhood Services reserve acknowledging the issues arising in 2019/20. This reserve will be utilised to balance this budget in the current financial year. As part of the Final Revenue Proposals 20/21 a further £750k was transferred into the reserve to alleviate ongoing financial pressures.
- 2.13** The savings target for 2019/20 for this service is £932k. Plans for saving this amount are underway and being continually monitored however several of the proposed savings have a long lead in time therefore it is currently projected that £470k of the savings target will not be achieved during 2019/20.
- 2.14** Within the Waste Collection Service it is anticipated that there will be an adverse variance of around £880k. There is still pressure on employee and transport budgets due to downtime involved in travelling to Cardiff to dispose of waste. The recent changes to the waste collection service to move to a source separated method of collection have required further resource in the initial period of service change. There is also pressure on the budget due to the high price currently being paid to treat our co-mingled recycling. The price has increased steadily over the last couple of years since China banned elements of recycling such as plastic into the country. This has been compounded by a high percentage of dry recycling collected since May 2019 being rejected by the new contractor. Changes have been made to the collection process with the aim of ensuring the correct containers are placed on the kerbside for dry recycling therefore it is anticipated that considerably less recycling will be rejected going forward. However, it is anticipated that these factors have added an additional £400k pressure to the budget. Preparations are ongoing to enable the full rollout of a kerbside sort method of recycling. It is anticipated that this will reduce the costs currently being spent on treating recycling however the rollout has been phased from October 2019 starting in the Western Vale therefore the full benefit will not be achieved in 2019/20.
- 2.15** There is also currently a pressure of around £100k on the staffing budget at Barry Island. Due to the popularity of the resort additional resources have been utilised to maintain the expected cleanliness standards of the beach and promenade.
- 2.16** In addition there is a projected adverse variance against the street lighting energy budget. Although efforts have been made over previous years to turn a high percentage of street lighting to LED there have been significant increases to the cost of energy. The cost has increased by 13% in 2018/19 and now a further 9.5% in 2019/20. There is therefore a projected adverse variance of £150k against this budget.

- 2.17** Regulatory Services - The allocation represents the Vale of Glamorgan's budget for its share of the Shared Regulatory Service (SRS). A separate set of accounts is maintained for the SRS and periodically reported to the Shared Regulatory Service Joint Committee. It is anticipated that the SRS will outturn on target.
- 2.18** Council Fund Housing - A savings target of £75k for CCTV will not be achieved this year and therefore it is anticipated that unless this saving can be covered by underspends elsewhere within the service, funding will be drawn down from reserves to cover the shortfall.
- 2.19** Public Sector Housing (HRA) - The HRA is expected to outturn on target and any underspends in year will be offset by additional contributions to Capital Expenditure thus reducing the reliance on Unsupported Borrowing.

Managing Director and Resources

- 2.20** It is projected that Managing Director and Resources will outturn on target at year end.
- 2.21** Resources - It is currently anticipated that services under this heading will outturn within budget at year end.
- 2.22** Regeneration - This budget covers the Countryside, Economic Development and Tourism & Events functions. Although the forecast is still shown as a balanced budget at year-end, there remains concern over historic savings targets for car parking charges and commercial opportunities within the Countryside Division. Efforts are being made across the Division to trim expenditure to mitigate these pressures on the budget, hence, the service is still hoping to achieve a balanced budget at year-end.
- 2.23** Development Management - A number of large commercial and housing planning applications were received during December and this has led to a consequential rise in planning fee income and it is expected that the fee income target will now be achieved by year-end. A considerable amount of work will be required with respect to these large and complex applications and it is considered extremely likely that a large portion of the assessment and consideration of these applications will be undertaken in the next financial year and accordingly an amount of fee income will need to be carried forward into 2020/21 when work on those applications can be carried out.
- 2.24** Private Housing - The reduction in capital spend for Disabled Facility Grants (DFG's) means that it is anticipated that the team's fee income will be less than target at year-end however this is anticipated to be mitigated by staff vacancy savings. It is therefore expected that the Division will achieve a balanced budget at year-end.

General Policy

- 2.25** General Policy - As part of the Initial Revenue Budget Proposals 2020/21, Cabinet on 18th November 2019 were advised that the projected outturn for Policy was a favourable variance of £6.5m. £3m of this is the result of one off issues that have materialised in 2019/20. It was agreed that £4m would be transferred into the Council Fund, £2m would be transferred into the Neighbourhood Services reserve and £500k would be transferred into the Education Pressures reserve. The Final Revenue Budget Proposals 2020/21 allocated the £4m from the Council Fund with £500k being transferred into the Bad Weather reserve, £1m into the Council Buildings reserve, £1.25m into a new reserve for Green Infrastructure and Climate Change, a further £750k being transferred into the Neighbourhood Services reserve and £500k into the Education Pressures reserve.

2019/20 Savings Targets

- 2.26** As part of the Final Revenue Budget Proposals for 2019/20, a savings target of £3.020m was set for the Authority, excluding schools. Attached at Appendix 1 is a statement detailing all savings targets for 2019/20.
- 2.27** Each savings target has been given a RAG status. Green indicates that it is anticipated that the target will be achieved in full within the year, amber indicates that it is considered that the saving in the year will be within 20% of the target and red indicates that the saving to be achieved in year will be less than 80% of the target
- 2.28** Most services are anticipating achieving their savings target this year and it is currently anticipated that there will be a shortfall of £586k (19.4%). Details of areas where savings will not be achieved are as follows.
- 2.29** Social Services - Older Persons Day Services. Cabinet on 29th July 2019 agreed the start of a consultation process relating to the proposed future provision of day services for older people. Cabinet on 18th November 2019 agreed an option for the way forward. Given the timescales, the full saving will not be achieved in 2019/20.
- 2.30** Neighbourhood and Transport Services - There is a savings target this year of £932k however, it is currently anticipated that £462k will be achieved leaving a shortfall of £470k to be identified. Work is continuing to identify schemes to close this gap. Any shortfall in 2019/20 will be offset by an amount set aside in the Neighbourhood Services reserve.
- 2.31** Council Fund Housing - It is projected that the CCTV savings will not be achieved in 2019/20 which equates to a shortfall of £76k in 2019/20. There are ongoing discussions with South Wales Police and officers from the Police & Crime Commissioners office to address future CCTV provision in the Vale. The Council has committed a capital budget of £350k to support a new CCTV strategy with

ongoing revenue commitment falling to partner agencies if agreement can be reached on a spend to save basis.

- 2.32 Further updates on progress against the savings targets will be provided to members during the year.

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

- 3.1 The revenue budget has been set in order to support services in the delivery of the Council's Well-being objectives. It is therefore important for expenditure to be monitored to ensure that these objectives are being delivered.
- 3.2 The revenue budget has been set and is monitored to reflect the 5 ways of working.
- 3.3 **Looking to the long term** - The setting of the revenue budget requires planning for the future and takes a strategic approach to ensure services are sustainable and that future need and demand for services is understood.
- 3.4 **Taking an integrated approach** - The revenue budgets include services which work with partners to deliver services e.g. Health via ICF.
- 3.5 **Involving the population in decisions** – As part of the revenue budget setting process there has been engagement with residents, customers and partners.
- 3.6 **Working in a collaborative way** – The revenue budgets include services which operate on a collaborative basis e.g. Shared Regulatory Service, Vale Valleys and Cardiff Adoption Service.
- 3.7 **Understanding the root cause of issues and preventing them** – Monitoring the revenue budget is a proactive way of understanding the financial position of services in order to tackle issue at the source as soon as they arise.

4. Resources and Legal Considerations

Financial

- 4.1 As detailed in the body of the report.

Legal (Including Equalities)

- 4.2 There are no legal implications

5. Background Papers

None

Title of Saving	Description of Saving	Total Saving £000	Projected Saving £000	RAG Status	Update Comments, Issues & Actions	Relevant Scrutiny Committee	Project Manager
LEARNING AND SKILLS							
Strategy, Culture, Community Learning & Resources							
Third Party Spend	Savings from external procurement	103	103	Green	Savings allocated and budgets reduced accordingly	Learning & Culture	Trevor Baker
Total Strategy, Culture, Community Learning & Resources		103	103				
Achievement for All							
Third Party Spend	Savings from external procurement	30	30	Green	Savings allocated and budgets reduced accordingly	Learning & Culture	Trevor Baker
Total Achievement for All		30	30				
School Improvement							
Consortium	Saving from contribution to Central South	29	29	Green	Saving achieved	Learning & Culture	Trevor Baker
Total School Improvement		29	29				
TOTAL LEARNING AND SKILLS		162	162	Green	100%		
SOCIAL SERVICES							
Childrens Services							
Psychology Support for Foster Carers	Savings from the commissioning of psychology support to offer a therapeutic service to foster carers	60	60	Green	Saving will be achieved	Health Living & Social Care	Rachel Evans
Digital Employee - Hybrid Mail	Savings from reduced postage due to hybrid mail	1	1	Green	Savings allocated and budgets reduced accordingly	Health Living & Social Care	Rachel Evans
Third Party Spend	Savings from external procurement	88	88	Green	Savings allocated and budgets reduced accordingly	Health Living & Social Care	Rachel Evans
Total Childrens Services		149	149	Green	100%		
Adults Services							
Older Persons Day Services	Review of service provision	40	0	Red	Consultation on proposed future provision of day services for older people agreed by Cabinet on 29th July 2019 with proposed option agreed by Cabinet on 18th November 2019	Health Living & Social Care	Suzanne Clifton
Maximising Reablement	Savings resulted from decreased on-going cost of packages of domiciliary care for people accessing services	100	100	Green	Achieved through robust review of packages and reducing the ongoing level of care and support required.	Health Living & Social Care	Suzanne Clifton
Direct Payments	Converting existing clients to direct payments	50	50	Green	Conversion of packages of care to Direct Payments arrangements continue to achieving the planned saving in this area.	Health Living & Social Care	Suzanne Clifton
Charging & Income Generation/Debt Recovery	Income from introducing charges for services as allowed by legislation	50	50	Green	Review of financial processes within VCRS and introduction of WCCIS finance module will seek to achieve this savings target	Health Living & Social Care	Suzanne Clifton
Review of Complex Cases		30	30	Green	Savings achieved through robust review and securing alternative funding e.g. CHC/Joint funded Packages Of Care	Health Living & Social Care	Suzanne Clifton
Digital Employee - Hybrid Mail	Savings from reduced postage due to hybrid mail	1	1	Green	Savings achieved	Health Living & Social Care	Suzanne Clifton
Third Party Spend	Savings from external procurement	107	107	Green	Savings achieved	Health Living & Social Care	Suzanne Clifton
Total Adults Services		378	338	Amber	89%		

Title of Saving	Description of Saving	Total Saving	Projected Saving	RAG Status	Update Comments, Issues & Actions	Relevant Scrutiny Committee	Project Manager
Resource Management & Safeguarding							
Third Party Spend	Savings from external procurement	18	18	Green	Savings allocated and budgets reduced accordingly	Health Living & Social Care	Amanda Phillips
Total Resource Management &		18	18	Green	100%		
TOTAL SOCIAL SERVICES		545	505	Amber	93%		
ENVIRONMENT AND HOUSING							
Neighbourhood Services and Transport							
Internal Waste	Review of arrangements for the internal disposal of residual waste	50	50	Green	Saving to be split across all directorates within the Council	Environment & Regeneration	Emma Reed
Passenger Transport	Review of service provision	36	36	Green	The £36k is anticipated to be met from underspend on public transport due to better links with commercial services and operators. Dynamic purchasing has been recently implemented and it is unsure whether this will result in any savings because the demand for school transport services is increasing.	Environment & Regeneration	Emma Reed
Reshaping Services	Grass Cutting contract	120	120	Green	Service outsourced		
Reshaping Services	Concession income	50	5	Red	Delayed due to need for permissions for Romilly Park, Barry Island, South Lodge	Environment & Regeneration	Emma Reed
Reshaping Services	Bus Shelter Sponsorship	25	10	Red	Agreement advanced with Clear Channel for this income although implementation delayed until Autumn 2019.	Environment & Regeneration	Emma Reed
Reshaping Services	NS Management review	70	70	Green	Staff savings of £60k. Further 10k required to involve further review of Neighbourhood Services Management	Environment & Regeneration	Emma Reed
Reshaping Services	Toilet strategy	45	5	Red	Cabinet approved on 29/7/19. Toilets at Thompson Street and Court Road closed due to repairs needed and inappropriate use	Environment & Regeneration	Emma Reed
Reshaping Services	School Crossing Patrol	40	40	Green	Budget reduced to match current workforce	Environment & Regeneration	Emma Reed
Reshaping Services	Traffic Management standards	40	0	Red	Traffic Management Standards to be reviewed	Environment & Regeneration	Emma Reed
Reshaping Services	Post 16 transport	150	0	Red	Cabinet report due later this year. Anticipated implementation in 2021/22.	Environment & Regeneration	Emma Reed
Reshaping Services	Review Drainage Service	28	0	Red	Reduction in staffing budget delayed until 20/21.	Environment & Regeneration	Emma Reed
Reshaping Services	Single Use Sports facilities	32	16	Red	Bowling Clubs due to transfer 1st October 2019	Environment & Regeneration	Emma Reed
Business Support	Review of service provision	50	50	Green	Staff reorganisation and reception area being closed at Court Road.	Environment & Regeneration	Emma Reed
Community Buildings	Review of service provision	19	19	Green	This has been met by the reduction of hours of posts within the Healthy Living area.	Environment & Regeneration	Emma Reed
Digital Employee - Hybrid Mail	Savings from reduced postage due to hybrid mail	1	1	Green	Achievedf	Environment & Regeneration	Emma Reed
Third Party Spend	Savings from external procurement	176	40	Red	Reduction of agency and vehicle within Highways.	Environment & Regeneration	Emma Reed
Total Neighbourhood Services and		932	462	Red	50%		

Title of Saving	Description of Saving	Total Saving	Projected Saving	RAG Status	Update Comments, Issues & Actions	Relevant Scrutiny Committee	Project Manager
Regulatory Services							
Shared Regulatory Service	Savings from collaborative service	102	102	Green	Reduced contribution to shared service agreed for year	Environment & Regeneration	Miles Punter
Total Regulatory Services		102	102	Green	100%		
Housing							
CCTV	Review of service provision	76	0	Red	There are ongoing discussions with South Wales Police and officers from the Police & Crime Commissioners office to address future CCTV provision in the Vale.The Council has committed a capital budget of £350k to support a new CCTV strategy with ongoing revenue commitment falling to partner agencies if agreement can be reached on a spend to save basis.	Homes and Safe Communities	Mike Ingram
Third Party Spend	Savings from external procurement	30	30	Green	Savings allocated and budgets reduced accordingly	Homes and Safe Communities	Mike Ingram
Total Housing		106	30	Red	28%		
TOTAL ENVIRONMENT AND HOUSING		1,140	594	Red	52%		
MANAGING DIRECTOR AND RESOURCES							
Finance, ICT and Property							
Accountancy	Review of staffing structure	25	25	Green	Saving has been allocated and achieved	Corporate Performance & Resources	Carys Lord
Internal Audit	Review of staffing structure	30	30	Green	Saving has been allocated and achieved	Corporate Performance & Resources	Carys Lord
Fraud & Income Recovery	Reduction in fraud and recovery of income	75	75	Green	Saving has been allocated and the budget reduced accordingly	Corporate Performance & Resources	Carys Lord
Rental Income	Rent of office facilities	32	32	Green	Saving has been allocated and achieved	Corporate Performance & Resources	Carys Lord
Discretionary Payments	Reduction in budget provision for discretionary payments	200	200	Green	Saving has been allocated and achieved	Corporate Performance & Resources	Carys Lord
Digital Employee - Hybrid Mail	Savings from reduced postage due to hybrid mail	7	7	Green	Saving has been allocated and achieved	Corporate Performance & Resources	Carys Lord
Third Party Spend	Savings from external procurement	119	119	Green	Saving has been allocated and the budget reduced accordingly	Corporate Performance & Resources	Carys Lord
Compliance	Review of Compliance arrangements	35	35	Green	Saving has been allocated and the budget reduced accordingly	Corporate Performance & Resources	Carys Lord
Universal Credit	Review of service provision following the rollout of Universal credit	20	20	Green	Saving has been allocated and the budget reduced accordingly	Corporate Performance & Resources	Carys Lord
Total Finance and ICT		543	543	Green	100%		

Title of Saving	Description of Saving	Total Saving	Projected Saving	RAG Status	Update Comments, Issues & Actions	Relevant Scrutiny Committee	Project Manager
HR							
Staffing Savings	Restructure of senior management	84	84	Green	Saving has been allocated and the budget reduced	Corporate Performance & Resources	Carys Lord
Digital Sickness Reporting/E Recruitment	Change of working practice	23	23	Green	Saving has been allocated and the budget reduced	Corporate Performance & Resources	Carys Lord
Digital Employee - Hybrid Mail	Savings from reduced postage due to hybrid mail	1	1	Green	Saving has been allocated and achieved	Corporate Performance & Resources	Carys Lord
Third Party Spend	Savings from external procurement	6	6	Green	Saving has been allocated and achieved	Corporate Performance & Resources	Carys Lord
Total HR		114	114	Green	100%		
Legal and Democratic Services							
Software Savings	Savings from the introduction of new software	5	5	Green	Saving has been allocated and achieved	Corporate Performance & Resources	Debbie Marles
Members Printing	Reduction in printing	2	2	Green	Saving has been allocated and achieved	Corporate Performance & Resources	Debbie Marles
Legal Income	Generation of additional income	5	5	Green	Saving has been allocated and achieved	Corporate Performance & Resources	Debbie Marles
Records Management Unit	Digitisation of records and savings from office accommodation	7	7	Green	Saving has been allocated and achieved	Corporate Performance & Resources	Debbie Marles
Lease	Review of lease	3	3	Green	Saving has been allocated and the budget reduced accordingly	Corporate Performance & Resources	Debbie Marles
Digital Employee - Hybrid Mail	Savings from reduced postage due to hybrid mail	6	6	Green	Saving has been allocated and achieved	Corporate Performance & Resources	Debbie Marles
Third Party Spend	Savings from external procurement	12	12	Green	Saving has been allocated and the budget reduced accordingly	Corporate Performance & Resources	Debbie Marles
Fees and Charges	Inflationary uplift across appropriate fees and charges	8	8	Green	Saving has been allocated and achieved	Corporate Performance & Resources	Debbie Marles
Total Legal and Democratic Services		48	48	Green	100%		

Title of Saving	Description of Saving	Total Saving	Projected Saving	RAG Status	Update Comments, Issues & Actions	Relevant Scrutiny Committee	Project Manager
Performance and Development							
Digital Customer - e-Form Integration	Integration of e-forms with Oracle CRM for customer self-service	44	44	Green	Saving has been allocated and the budget reduced accordingly	Corporate Performance & Resources	Tom Bowring
Third Party Spend	Savings from external procurement	22	22	Green	Saving has been allocated and achieved	Corporate Performance & Resources	Tom Bowring
Fees and Charges	Inflationary uplift across appropriate fees and charges	3	3	Green	Saving has been allocated and achieved	Corporate Performance & Resources	Tom Bowring
Total Performance and Development		69	69	Green	100%		
Regeneration							
Third Party Spend	Savings from external procurement	25	25	Green	Saving will be achieved but through a general budget review	Environment & Regeneration	Marcus Goldsworthy
Digital Employee - Hybrid Mail	Savings from reduced postage due to hybrid mail	1	1	Green	Savings allocated and budgets reduced accordingly	Environment & Regeneration	Marcus Goldsworthy
Fees and Charges	Inflationary uplift across appropriate fees and charges	3	3	Green	Anticipating full achievement	Environment & Regeneration	Marcus Goldsworthy
Total Regeneration		29	29	Green	100%		
Development Management							
Planning Income	Income from various initiatives in Planning department	44	44	Green	Anticipating full achievement	Environment & Regeneration	Marcus Goldsworthy
General Efficiencies	General budget review	60	60	Green	Savings allocated and budgets reduced accordingly	Environment & Regeneration	Marcus Goldsworthy
Third Party Spend	Savings from external procurement	11	11	Green	Savings allocated and budgets reduced accordingly	Environment & Regeneration	Marcus Goldsworthy
Total Development Management		115	115	Green	100%		
Private Housing							
Third Party Spend	Savings from external procurement	3	3	Green	Savings allocated and budgets reduced accordingly	Homes and Safe Communities	Marcus Goldsworthy
Total Private Housing		3	3	Green	100%		
TOTAL MANAGING DIRECTOR AND RESOURCES		921	921	Green	100%		
Policy							
Digital Employee - Hybrid Mail	Savings from reduced postage due to hybrid mail	2	2	Green	Savings allocated and budgets reduced accordingly	Corporate Performance & Resources	Carys Lord
Third Party Spend	Insurance saving	250	250	Green	Saving achieved	Corporate Performance & Resources	Carys Lord
Total Policy		252	252	Green	100%		
TOTAL		3,020	2,434	Amber	81%		

Shortfall	586
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Green = on target to achieve in full
Amber = forecast within 20% of target
Red = forecast less than 80% of target