

Meeting of:	Cabinet
Date of Meeting:	Monday, 07 September 2020
Relevant Scrutiny Committee:	Corporate Performance and Resources
Report Title:	Revenue Monitoring for the Period 1st April to 31st July 2020
Purpose of Report:	To advise Cabinet of the progress relating to revenue expenditure for the period 1st April to 31st July 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 2020/21 is challenging with additional pressure for the Council both operationally and financially as a result of the Covid 19 pandemic. This has impacted both as a result of incurring additional expenditure but also from a loss of income. Funding has been provided by Welsh Government to cover some of the issues. • An efficiency target of £247k has been set for the year and while it is anticipated that this will be achieved, some issues remain relating to unachieved savings targets from previous years. • Adverse variances are being projected for a number of services this year and the use of reserves will be required to resolve these issues in the short term issue. 	

Recommendations

1. That the position with regard to the Authority's 2020/21 Revenue Budget be noted.
2. That a virement of £290k is approved as a result of a transfer of responsibilities between the Additional Learning Needs & Wellbeing Service and the Standards & Provisions Service held within the Learning and Skills Directorate.
3. That Cabinet note the use of delegated authority by the Director of Learning and Skills to vire £100k from the delegated schools budget to the Additional Learning Needs & Wellbeing Service.

Reasons for Recommendations

1. To inform Cabinet of the projected revenue outturn for 2020/21.
2. To match budgets to operational responsibilities.
3. To report the use of Delegated Authority.

1. Background

- 1.1 Council on 26th February 2020 approved the Revenue Budget for 2020/21 (minute no c212) and the Housing Revenue Account budget for 2020/21 (minute number c213). There is an approved drawdown from the Council Fund during 2020/21 of £1m.

2. Key Issues for Consideration

Impact of Covid 19

- 2.1 The revenue position for 2020/21 is challenging with additional pressure for the Council both operationally and financially as a result of the Covid 19 pandemic. This has impacted both as a result of incurring additional expenditure but also from a loss of income.
- 2.2 From March 2020, Welsh Government (WG) has provided financial support to cover additional expenditure incurred via the Local Authority Emergency Hardship Grant. For the period March to July 2020 it is anticipated that the Council will receive over £6m. The table below shows the value of the grant claimed to date, the value of items that WG have advised are ineligible for the grant, the value of items that are awaiting confirmation from WG and also actual grant received. There are end dates for some elements of the grant, while for others a date has not yet been set and it is anticipated that funding in some form

will continue during the year, however, the basis on which funding will be released may change over the months as circumstances change. A claim has been submitted for July 2020 totalling £1.46m however feedback has not yet been received from WG.

Month	Grant Claimed £000	Items Disallowed £000	50% Paid £000	Grant Due £000	Awaiting Decision £000	Free Schools Meals on Hold £000	Grant Received to Date £000
March	108	0	-27	81	0	0	81
April	1,349	-110	0	1,239	0	0	1,239
May	2,003	-491	-268	1,244	0	0	1,244
June	1,496	-20	-62	1,414	0	-186	1,228
Total	4,956	-621	-357	3,978	0	-186	3,792
July	1,460	0	0	1,460	-1,460	0	0
Total	6,416	-621	-357	5,438	-1,460	-186	3,792

2.3 The main area of expenditure which has been disallowed relates to the additional 10% payment made to frontline staff in Social Service, both internally and to external providers and in Neighbourhood Services to acknowledge the risk they have been undertaking during the pandemic. This expenditure was disallowed by WG as it was a local decision and WG are providing funding for areas which are consistent across all authorities. A claim for the 10% payment to staff was therefore not included in the June or July claim to WG and is not included in the table above. They have also rejected any claims that relate to the Housing Revenue Account, again on the basis of consistency, as not all authorities have housing stock. WG has provided 50% funding for IT related expenditure up to the end of June and the figures in the above table relate to both revenue and capital costs. From 1st July, no further claims can be made for IT related expenditure and 100% of the costs have to be met by the Council.

2.4 The way in which Free Schools Meals have been provided during the pandemic has differed for each authority. WG have been spending more time reviewing these claims prior to releasing grant payment so there has been a time delay in receiving payment, however payment has now been received for April and May.

2.5 WG are also in the process of reviewing grant support to cover the loss of income and are undertaking this assessment differently between the first quarter of the year and future months. Initially for the first quarter, four areas which are common to all local authorities had been identified. These areas were car parking, waste, school catering & cultural services and grant of £935k has been received. WG have now asked for a further claim to be submitted for quarter 1 for the remaining areas of lost income and a claim for £67k has been submitted.

Further discussions on lost income are ongoing and WG has stated that they require more time to understand the position in order to ensure consistent treatment across authorities. They have therefore asked authorities to confirm what changes in practices they have put in place prior to releasing any further funding after quarter 1. The income losses going forward may improve as lockdown eases, however, there may still be restrictions on some services operating and thus generation income.

- 2.6** The Council has also received other specific grant funding from WG to cover additional costs relating to Covid 19 as shown in the table below.

Grant		£000
Business Support Grant		27,150
Retail Leisure Hospitality Rates Relief		8,100
Start Up Business Grant		207
Schools - Cleaning Products		32
Schools - Accelerated Learning Programme		717
		36,206

- 2.7** The impact of the Covid 19 pandemic will be discussed in further detail throughout this report.

Revenue Financial Position

- 2.8** It is early in the financial year and this year there is even more uncertainty than usual, particularly as the impact of coming out of lockdown is as yet unknown, however, the table below details the position by service area based on current projections which will change as the year develops and further clarification on grant funding is received from WG. The unplanned use of reserves will be necessary in the short term and is currently projected to be around £3.232m. This is in addition to the already approved drawdown from the Council Fund during 2020/21 of £1m.

	2020/21	2020/21	Variance
Directorate/Service	Original Budget	Projected	(+)Favourable (-) Adverse
	£000	£000	£000
Learning and Skills			
Schools	93,850	93,850	0
Strategy, Culture, Community Learning & Resources	11,344	11,698	-354
Directors Office	231	231	0
Additional Learning Needs & Wellbeing	3,021	3,050	-29
Standards and Provision	4,080	4,021	+59
Unplanned use of Reserves	0	(324)	+324
Social Services			
Children and Young People	17,255	17,255	0
Adult Services	50,526	52,026	-1,500
Unplanned use of Reserves	0	(1,500)	+1,500
Resource Management & Safeguarding	371	371	0
Youth Offending Service	737	737	0
Environment and Housing			
Neighbourhood Services & Transport	28,309	28,909	-600
Unplanned use of Reserves	0	(600)	+600
Building/Cleaning Services	0	515	-515
Unplanned use of Reserves	0	(515)	+515
Regulatory Services	1,894	1,894	0
Council Fund Housing	1,339	1,339	0
Public Sector Housing (HRA)	(17)	(17)	0
Managing Director & Resources			
Resources	651	944	-293
Unplanned use of Reserves	0	(293)	+293
Regeneration	2,024	2,024	0
Development Management	1,016	1,016	0
Private Housing	848	848	0
General Policy	23,942	23,942	0
Planned Use of Council Fund	(1,000)	(1,000)	0
Total	240,421	240,421	0

Learning and Skills

2.9 The forecast for Learning and Skills is an overspend of £324k. The Education Pressures reserve has a current balance of £452k and therefore if the Education Service is unable to mitigate the overspent position by year end, funding will be transferred from the reserve.

2.10 Schools - The delegated budget relating to schools is expected to balance as any under/over spend is carried forward by schools. As at 1st April 2020 schools reserve balance stood at £839k.

Additional expenditure has been incurred in schools in respect of Covid 19, however, most of the expenditure incurred to date will be grant funded. Hubs have been set up in schools over the past months to provide childcare for key workers during the lockdown period. Funding for this provision has been received from WG through the Hardship grant. Any additional expenditure incurred by Schools once they reopen in September will be closely monitored and grant funding will be claimed from WG were possible.

2.11 Strategy, Culture, Community Learning & Resources - An adverse variance of £354k is projected at year end after a transfer of £125k from reserves.

School Transport is currently projecting an overspend of £396k. 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 who require access to specialist provision. The Council also provides discretionary support towards pupils in further education above the age of 16. The Learning and Skills Directorate is responsible for meeting the cost of any adverse variance against this budget even though the service is procured through the Environment and Housing Directorate. The following overspends are currently projected: Primary £48k, Secondary £121k, Further Education £49k and Additional Learning Needs (ALN) £178k. Additional mainstream transport has been put in place due to catchment schools being at capacity resulting in extra transport being required. Within ALN transport there has been a need to split pupils to cater for their additional needs, this meant that additional transport had to be put in place. Also the opening of a number of resource bases has seen costs increase. When schools were closed during the period April to June, the Council continued to pay school transport providers 75% of their contract to ensure that the service would be available when schools reopened, however, WG has offset this saving by reducing the funding they have provided for lost income. Guidance from WG allows school transport from September to be run in the same way as it was pre-Covid, however, it will be mandatory for face coverings to be worn by secondary aged pupils, drivers and escorts and vehicles will need to be cleaned more regularly. Further developments will be reported to Committee in the coming months, where it is envisaged, transport operators in particular, will be requesting additional funding to cover these unexpected costs.

Libraries are projecting an underspend of £42k. There are staffing underspends of £63k as a result of vacancies, however, £18k of the underspend will be used to offset the cost of implementing Openplus at Cowbridge and Llantwit Libraries and the provision of card payment machines in Libraries and there are other small adverse variances of £3k.

Adult Community Learning –The service is currently projecting that it will outturn on target. There has been a loss of student fee income for Vale courses for April to July due to Covid 19, however, funding to cover lost income has been made available from WG. A review is being undertaken to assess the possible loss of income for the autumn term and the position will be monitored closely and will be reported as the year progresses.

Schools Non Delegated expenditure – This budget is projected to outturn on target after a transfer of £125k from the School Rationalisation Reserve to fund transitional costs in relation to the 21st Century Schools programme.

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

2.13 Additional Learning Needs & Wellbeing - This service continues to face significant pressures due to the increasing needs of pupils within the Vale and an adverse variance of £29k is projected. Children’s Placements is currently projected to breakeven based on current information, however this will be reviewed based on any changes in placements. There is currently an adverse variance of £34k relating to Recoupment income and the Prevention & Partnership budget currently has a favourable variance of £5k.

There has been a transfer of responsibilities between the Additional Learning Needs & Wellbeing Service and the Standards & Provisions Service. The Out of School Tuition budget, which provides support for pupils whose medical needs mean they are unable to attend school, has been transferred to the Inclusion Service which is part of Standards and Provision and in addition two administrative posts have also been transferred to the Inclusion Service. In total, a virement of £290k is therefore requested. This virement request has not yet been shown in the table above.

The Director of Learning and Skills has used her delegated authority to vire £100k from the delegated schools budget to the Additional Learning Needs & Wellbeing Service. Last year, the funding for additional needs for all secondary schools was pooled together with final decisions being made by a panel. This did not work as well as anticipated and after discussions with the schools the funding for additional needs has now been delegated to the schools, with each school managing their own requirements for pupils. However, there may be some complex cases which may require additional funding, so a contingency fund of £100k has been created and will be managed within the Additional Learning

Needs & Wellbeing Service. This use of delegated authority has been shown in the table above.

- 2.14** Standards and Provision - A net favourable variance of £59k is anticipated across the Standards and Provision Service due to savings on employee costs in the Youth Engagement and Progression service.

Social Services

- 2.15** It is anticipated that Social Services will overspend by £1.5m this year.

Children and Young People Services - There is 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. £500k of the 2020/21 WG Social Care Workforce and Sustainability Pressures Grant has been allocated to this service which has been received for a second year and with additional funding provided by the Council as part of the budget setting process for 2020/21, the budget is currently projected to breakeven. The outturn position could fluctuate as the year progresses if the number of looked after children and/or complexity of needs change, particularly with the potential high cost of each placement.

Adult Services - The service is now projecting an overspend at year end of around £1.5m. This is after Social Care Workforce and Sustainability Pressures Grant funding has been received from WG for a second year and this year £1.1m of this grant has been allocated to Adults Services. Of the overspend, £1m is due to the pressures on the Community Care Packages budget which is extremely volatile and therefore difficult to predict. As part of the Council's commitment to acknowledge and support the work Council staff are undertaking in the care sector during the Covid 19 pandemic, a temporary pay increase of 10% has been provided. There has also been a similar payment totalling around £500k to staff working for external domiciliary providers and residential and nursing home providers. WG is not prepared to fund this additional payment to Council or external provider's staff via the Hardship grant as it is a local decision and therefore the costs have to be financed by the Council. Other support provided to external care providers such as the provision of PPE and additional staffing hours due to sickness/shielding etc will be funded by WG. Payments made to care home providers for void beds and for void beds in the Council's own care homes for the 3 months ending 30th June 2020 has been claimed from WG during July and it is anticipated that this funding will be agreed shortly. The service has needed to purchase large quantities of PPE over the past months and funding for these costs has been received from the WG Hardship grant. It is very early in the financial year and these figures could fluctuate however any overspend at year end will be funded from the Social Services Legislative Changes reserve.

- 2.16** Youth Offending Service - It is early in the financial year and currently it is anticipated that this service will breakeven at year end.

Environment and Housing

- 2.17** Neighbourhood Services & Transport is currently projected to have an adverse variance of £600k against the 2020/21 budget. Funding for budget pressures of £1.25m has been provided as part of the 2020/21 budget setting process, however, there remains considerable pressure on the budget.

Waste Collection Service - The service is anticipating an adverse variance of around £850k by year end. There still remains continued pressure on employee and transport budgets due to downtime involved in travelling to Cardiff to dispose of waste. However this will reduce once the waste transfer station is operational which is due to take place during 2021/22. Staffing numbers have been increased to enable the maintenance of the service through the Covid 19 pandemic and to be able to observe social distancing. This increased cost is, however, being claimed against the WG Hardship grant. A temporary additional 10% uplift in salary has also been provided to frontline staff in this area to acknowledge the difficulties they face and as previously stated this is not being funded by WG. This uplift has been approved for the period from April to the end of August 2020 and will cost the service around £175k. There was also a decrease in the Waste Grant from WG for 2020/21 which funds part of the recycling collection service. Preparations are still ongoing to enable the full rollout of a kerbside sort method of recycling. It is anticipated that the next phase of the recycling rollout will be in Barry during October 2020. This will ensure that the majority of recycling is delivered to UK markets rather than being sent abroad and will further reduce the costs currently being spent on treating recycling as the Council will get an income for the majority of recycling it collects rather than paying for the treatment of our co-mingled recycling. Currently, there remains pressure on the budget due to the high price being paid to treat 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 % of dry recycling collected since May 2019 being rejected by the new contractor. It is estimated that these factors have added an additional £200k pressure to the budget, however, this should improve as a result of the full rollout of a kerbside sort method of recycling. To offset the pressures above there are savings on vacant posts elsewhere in the service of around £450k. The additional costs of £175k relating to the additional 10% paid to frontline staff will be funded centrally from monies set aside at the end of 2019/20 in the Council Fund in order to meet any potential additional costs relating to the Covid 19 pandemic. The remaining £425k will be funded from the Neighbourhood Services reserve.

- 2.18** The Covid 19 pandemic has created a number of budget pressures including the loss of income from car parking, commercial waste, leisure centres, concessions, environmental enforcement and civil parking enforcement income. Grant funding has been received from WG for the first quarter of the year however

there may be more pressure on the budget if income is not able to be generated from quarter 2 onwards and further WG grant funding is not available.

- 2.19** Building Services - The Building Maintenance service is currently running at a significant deficit due to the decrease in the level of work being undertaken as a result of the Covid 19 pandemic. The majority of work undertaken by Building Maintenance is within public buildings or Council houses and therefore the level of work has reduced significantly. It is estimated that the trading unit is losing around £25k per week as the Building Maintenance operatives are unable to recover all of their costs from undertaking work. Around 1,000 chargeable hours were undertaken per week in 2019/20, this has reduced to around 300 hours per week in the first 3 months of 2020/21. The net impact is a deficit of £303k on work that would have been undertaken on housing and £147k from public buildings which is a total of £450k. As the lockdown eases it is anticipated that routine work will slowly recommence and more chargeable time can be booked to jobs, however it is extremely unlikely that the adverse position will be recovered and any year end adverse variance will need to be funded from the Council Fund.
- 2.20** Building Cleaning - It is anticipated that the income for Building Cleaning will not decrease to the same level as Building Maintenance as client budgets will be charged their annual sum agreed as part of the Service Level Agreement even though some buildings may not have been fully operational through the Covid 19 pandemic. There will however be a pressure on the trading account due to the additional 10% paid to the frontline cleaning staff. It is estimated that this will be a value of £65k that cannot be recharged on to clients and will be funded centrally from monies set aside at the end of 2019/20 in the Council Fund in order to meet any potential additional costs relating to the Covid 19 pandemic.
- 2.21** 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.
- 2.22** Council Fund Housing - In response to the WG guidance on managing homelessness during the Covid19 pandemic and the provision of £10 million of additional funding to enable local authorities to secure accommodation needed to ensure that those without a home can be protected, supported and isolated if necessary, the Housing Solutions Team worked hard to secure additional emergency temporary accommodation for the Vale's homeless clients during this period. The team has successfully housed 265 clients by using Ty lolo hostel, bed and breakfast accommodation and council, leased and shared properties in the private rented sector and have secured a total of 76 local hotel rooms in order to satisfy demand. For the period April to June, the additional costs of this increased accommodation has been funded by the WG and at this stage it is hoped that this funding will continue. Should this not be the case and the WG funding ceases, the on-going costs of temporary accommodation for the homeless will be

significant, with monthly costs being around £80k and this could not be contained within the service's existing budget. The Community Safety team has also been heavily involved in dealing with an increase in anti-social behaviour during lockdown, mainly due to large gatherings. This means there is now an impetus on ensuring that our CCTV equipment provision is positioned at the most effective sites. The team are currently looking at rolling out the replacement programme using the £350k capital funding set aside last year. Discussions are still on-going regarding the future monitoring of CCTV therefore the 2019/20 revenue savings target of £75,000 will again not be achieved this year. It is anticipated that unless this saving can be covered by underspends elsewhere within the service, funding will need to be drawdown from reserves to cover this shortfall.

- 2.23** 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. No grant funding has been made available by WG to support any additional expenditure incurred as a result of Covid 19. This is on the basis that not all authorities have a HRA and WG is trying to be consistent in its provision of funding across all Welsh authorities.

Managing Director and Resources

- 2.24** Resources - As a result of the Covid 19 pandemic the Council has had to invest a considerable sum to upgrade its network infrastructure and security arrangements to enable the move to home working. WG has agreed to pay 50% of such costs from the Hardship grant up to the end of June. Any further expenditure past this date will have to be 100% funded by the Council. This means that the Council will need to find funding of around £293k to cover the shortfall in the investment it has undertaken to facilitate homeworking from revenue and it is proposed that the ICT Fund will be used to cover this gap. Due to the Covid 19 pandemic there has been a loss of income from the Registrars Service and land charges of around £100k. The Council has been providing information to WG regarding this issue, however, a final decision on whether funding will be provided to cover this lost income is yet to be received and there could be an adverse variance at year end.
- 2.25** Regeneration - There was a loss of income during quarter 1 including rent from commercial tenants and potential Countryside parks takings, however, WG is now providing funding for this period. Treatment of second quarter losses is uncertain at this stage but as lockdown is cautiously eased it is still doubtful that income budget targets will be met in full at year-end. Due to the need to avoid mass gatherings during lockdown and possibly beyond, the summer events programme has been cancelled with the position regarding the events programme beyond October still subject to review at this time. The potential overspend for this Division will be mitigated where possible by staff cost savings due to delays in the recruitment process during the pandemic.

- 2.26** Development Management - Due in part to Covid 19 disruption in March, along with a large influx of planning applications in the latter part of 2019/20 there was a large carry forward of fees into 2020/21. This position has helped the fact that there was a sharp drop off in fee income received during the first quarter which was £100k lower than the equivalent period last year. It is hoped that as lockdown eases this position will improve. In addition, it is anticipated that the Welsh Government will shortly be announcing a reform of the planning regulations which is expected to result in an increase in planning application fee rates at some point during the year which should also assist in bolstering the fee income position by year-end hence currently a breakeven position is cautiously forecast for the year.
- 2.27** Private Housing - The pandemic has badly affected the Disabled Facility Grants fee income as clients have understandably been anxious about officers and contractors entering their property. Quarter 1 fee income was £5k, against a profiled target of £36k. With the slow easing of lockdown it is anticipated that the situation should improve but it will not be possible to achieve the full year's target by March. The service is therefore projecting a possible overspend at year end however accurately forecasting the shortfall at this stage is difficult and further development will be reported as the year progresses.
- 2.28** Rent Allowances - It is anticipated that based on existing trends the overspend at year end could be around £200k. This is due to the migration of Housing Benefit claims over to universal credit, impacting on the subsidy the Council receives on its overpayments. If required at year end funding will need to be transferred from the Welfare Reform reserve.

General Policy and Council Tax

- 2.29** General Policy - Council Tax collection rates are down 1.1% at the end of June 2020, which in cash terms equates to around £1m, however, this is in part due to some customers deferring payments from April/May this year to February/March next year. The recovery process had been halted however this has now recommenced. Information is being provided to WG on a regular basis regarding this issue.

2020/21 Efficiency Targets

- 2.30** As part of the Final Revenue Budget Proposals for 2020/21, an efficiency target of £247k was set for the Council, which as a result of a positive settlement from WG, was greatly reduced from targets set in recent years. No efficiency target was set for schools. Attached at Appendix 1 is a statement detailing all efficiency targets for 2020/21.
- 2.31** Each efficiency 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.

- 2.32 Services are anticipating achieving their efficiency target this year.
- 2.33 Further updates on progress against the efficiency 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

PROGRESS ON APPROVED EFFICIENCIES 2020/21

APPENDIX 1

Title of Saving	Total Efficiency	Projected Efficiency	RAG Status	Update Comments, Issues & Actions	Relevant Scrutiny Committee	Project Manager
	£000	£000				
LEARNING AND SKILLS						
Strategy, Culture, Community Learning & Resources						
General Efficiencies	45	45	Green	General reduction in budgets	Learning & Culture	Trevor Baker
Total Strategy, Culture, Community Learning & Resources	45	45				
TOTAL LEARNING AND SKILLS	45	45				
SOCIAL SERVICES						
Adults Services						
Review of Complex Cases	100	100	Green	Cases in the process of being reviewed	Health Living & Social Care	Suzanne Clifton
Total Adults Services	100	100				
TOTAL SOCIAL SERVICES	100	100				
ENVIRONMENT AND HOUSING						
Neighbourhood Services and Transport						
General Efficiencies	28	28	Green	General reduction in budgets	Environment & Regeneration	Emma Reed
Total Neighbourhood Services and Transport	28	28				
TOTAL ENVIRONMENT AND HOUSING	28	28				
MANAGING DIRECTOR AND RESOURCES						
Legal and Democratic Services						
Members Printing	1	1	Green	Budget reduction made	Corporate Performance & Resources	Debbie Marles
Lease	3	3	Green	Budget reduction made	Corporate Performance & Resources	Debbie Marles
Total Legal and Democratic Services	4	4				
Regeneration						
Staff Restructure	40	40	Green	Staff restructure complete	Environment & Regeneration	Marcus Goldsworthy
Total Regeneration	40	40				

PROGRESS ON APPROVED EFFICIENCIES 2020/21

Title of Saving	Total Efficiency	Projected Efficiency	RAG Status	Update Comments, Issues & Actions	Relevant Scrutiny Committee	Project Manager
	£000	£000				
Development Management						
Planning Income	7	7	Green	Anticipated by year end	Environment & Regeneration	Marcus Goldsworthy
Gen Efficiencies and Advertising	8	8	Green	General reduction in budgets	Environment & Regeneration	Marcus Goldsworthy
Total Development Management	15	15				
TOTAL MANAGING DIRECTOR AND RESOURCES	59	59				
Policy						
Compliance	15	15	Green	General reduction in accommodation budgets	Corporate Performance & Resources	Carys Lord
TOTAL POLICY	15	15				
TOTAL	247	247	Green			

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