

Meeting of:	Corporate Performance and Resources Scrutiny Committee
Date of Meeting:	Thursday, 24 October 2019
Relevant Scrutiny Committee:	Corporate Performance and Resources
Report Title:	Revenue Monitoring for the Period 1st April to 31st August
Purpose of Report:	To advise Scrutiny Committee of the Progress relating to revenue expenditure for the period 1st April to 31st August 2019
Report Owner:	Report of the Managing Director
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. • Even though it is still early in the financial year, adverse variances are being projected for a number of services this year. 	

Recommendations

1. That Scrutiny Committee consider the position with regard to the 2019/20 revenue budget.

Reasons for Recommendations

1. That Members are aware of the projected revenue outturn for 2019/20.

1. Background

- 1.1 On 8th March 2019, Council approved the Revenue Budget for 2019/20, (minute no 835) and the Housing Revenue Account budget was approved on 27th February 2019, (minute number 779). There is an approved drawdown from the Council Fund during 2019/20 of £2m.

2. Key Issues for Consideration

- 2.1 At this stage in the financial year, 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.

Directorate/Service	2019/20	2019/20	Variance
	Original Budget	Projected	(+)Favourable (-) Adverse
	£000	£000	£000
Learning and Skills			
Schools	87,806	87,806	0
Strategy, Culture, Community Learning & Resources	11,128	11,160	(32)
Directors Office	225	225	0
Additional Learning Needs & Wellbeing	2,380	2,948	(568)
Standards and Provision	4,070	4,008	+62
Additional Savings to be Found	0	(538)	+538
Social Services			
Children and Young People	16,098	17,598	-1,500
Adult Services	47,957	48,657	-700
Resource Management & Safeguarding	272	272	0
Youth Offending Service	741	741	0
Unplanned use of reserves to fund overspend	0	(2,200)	+2,200
Environment and Housing			
Neighbourhood Services & Transport	26,792	28,312	-1,520
Unplanned use of reserves to fund overspend	0	(1,520)	+1,520
Building Services	0	0	0
Regulatory Services	2,041	2,041	0
Council Fund Housing	1,309	1,309	0
Public Sector Housing (HRA)	(21)	(21)	0
Managing Director & Resources			
Resources	14	14	0
Regeneration	2,057	2,057	0
Development Management	967	967	0
Private Housing	1,209	1,209	0
General Policy	23,032	23,032	0
Planned Use of Council Fund	(2,000)	(2,000)	0
Total	226,077	226,077	0

Learning and Skills

- 2.2** The Learning and Skills Directorate is being requested to look at ways of mitigating a projected overspend of £538k this year. This is after a planned draw down from reserves of £136k.
- 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 £32k anticipated for this area after a transfer from reserves of £136k. The Schools Non Delegated budget is projected to overspend by £147k. £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 £11k. There is a projected overspend of £135k 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 are projected overspends against ALN (£153k), Secondary (£10k) and further education (£7k) and a projected underspend against primary of £35k. Additional work needs to be carried out in relation to the ALN contracts and it is envisaged that further information will be available in October 2019. This is offset by the £114k 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.
- 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 £568k is currently projected for this service. The Non Delegated Resource Units are projecting an overspend of £249k. 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. Current projections are that the costs will be in the region of £210k. In addition staffing overspends are projected at St Cyres, Palmerston and Cogan resource bases (£39k). This is as a result of an increase in pupils requiring placements at these bases. The Childrens Placements and educational needs of Looked After Children's budgets are

currently projecting an overspend of £290k. It is difficult to predict the outturn on this budget as there could be changes in placements between now and the year end and costs for individual cases can be expensive. There is currently an adverse variance of £54k on the recoupment income budget and there are other small favourable variances of £25k projected.

- 2.7** Standards and Provision - A net favourable variance of £62k is projected for this service. There is a £66k favourable variance mainly relating to staffing in the Youth Engagement and Progression service. The EOTAS and Alternative Curriculum service is projected an adverse variance of £106k 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 leaving a residual overspend of £58k. Behaviour and Attendance has a projected favourable variance of £22k mainly against staffing budgets. There is also a favourable variance of £32k under School Improvements also relating to the staffing budgets.

Social Services

- 2.8** The forecast for Social Services is shown as a balanced budget however this is after a potential unplanned transfer from reserves of £2.2m.
- 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, it is projected that this budget could overspend by around £1.5m 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. In previous years, Welsh Government have provided additional funding which has assisted the year end position however this cannot be guaranteed and relied upon at this early stage of the financial year. The service holds a reserve that could be accessed at year end to fund high cost placements if required.
- 2.10** Adult Services - The pressure on the Community Care Packages budget has been reassessed and it may have a net overspend at year end of around £700k. The outturn position is difficult to predict as the budget is extremely volatile. The service also continues to be affected by the pressures of continued demographic growth, an increase in the cost of service provision and the Community Care Packages budget will have to achieve further savings this year. The service will strive to manage growing demand and will develop savings initiatives which may be funded via regional grants. Welsh Government has continued to provide Intermediate Care Fund (ICF) grant to Cardiff and Vale University Health Board to allow collaborative working between Health and Cardiff and the Vale Councils

however the level of grant funding is not guaranteed on an ongoing basis. The service holds a reserve that could be accessed at year end to fund any eventual overspend if required.

Environment and Housing

- 2.11** Neighbourhood Services & Transport - This service is currently projected to have an adverse variance of £1.520m against the 2019/20 budget. The savings target for 2019/20 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 only around half of the savings will be found in 2019/20. The anticipated shortfall of £470k will be funded via the Neighbourhood Services Reserve.
- 2.12** Within the Waste Collection Service it is anticipated that there will be an adverse variance of around £650k. There is still pressure on employee and transport budgets due to downtime involved in travelling to Cardiff to dispose of waste. Cowbridge is currently being used as a temporary transfer station for elements of recycling material with the aim of reducing this downtime however additional resource is still being utilised. The planned future service changes to the waste collection service are likely to require 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 % of dry recycling collected since May 2019 being rejected by the new contractor. The rejected material has had to be sent for more expensive treatment or landfill which has cost an additional £150k from May to August 2019. 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. Preparations are ongoing to enable the 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 will be phased from around Autumn 2019 therefore the full benefit will not be achieved in 2019/20.
- 2.13** 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.
- 2.14** 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 % 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.

- 2.15** The Directorate is being requested to look at ways of mitigating a projected overspend however, it is anticipated that reserves will have to be utilised to balance this budget in the current financial year.
- 2.16** 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.
- 2.17** Council Fund Housing - It is anticipated that this budget will outturn on target.
- 2.18** 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

- 2.19** It is projected that Managing Director and Resources will outturn on target at year end.
- 2.20** Resources - It is currently anticipated that services under this heading will outturn within budget at year end.
- 2.21** Regeneration - This budget covers the Countryside, Economic Development and Tourism & Events functions. Although the forecast is again shown as a balanced budget at year-end, there remains concern over the long-established income targets for car parking charges and commercial opportunities within the Countryside Division, as these historic savings targets will be difficult to achieve this year if charges are not implemented. Efforts will once again be made to achieve a balanced budget at year-end, but the situation will be closely monitored.
- 2.22** Development Management - Fee income remains on track to achieve its target as a number of major applications have been received to date. Staff movement and short term vacancies whilst the recruitment process takes place has resulted in an under spend on staff costs. In addition, the Division is also continuing to pursue the use of Planning Performance Agreements and other streams of income generation such as pre-planning application advice to help support the regulatory process, in line with 2019/20 savings targets.
- 2.23** Private Housing - The Division is currently projecting a balanced budget.
- 2.24** General Policy - As it is early in the financial year it is currently projected that this area will outturn within budget at year end.

2019/20 Savings Targets

- 2.25** 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. Most services are anticipating achieving their savings target this year and it is currently anticipated that there will be a shortfall of £586k (19%). However, Neighbourhood Services and Transport are projecting that they will achieve around half of their saving target. Also the CCTV saving will not be achieved this year. Updates on progress against the savings targets will be provided to members during the year.
- 2.26** It is proposed that all savings in Appendix 1 are reviewed, with particular attention being given to those that are currently being reported as not meeting agreed targets. The outcome of the review will be reported in the next revenue monitoring report.

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, dependent on outcome of consultation.	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

Title of Saving	Description of Saving	Total Saving	Projected Saving	RAG Status	Update Comments, Issues & Actions	Relevant Scrutiny Committee	Project Manager
Total Adults Services		378	338	Amber	89%		
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	Achieved	Environment & Regeneration	Emma Reed

Title of Saving	Description of Saving	Total Saving	Projected Saving	RAG Status	Update Comments, Issues & Actions	Relevant Scrutiny Committee	Project Manager
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%		
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 a	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

Title of Saving	Description of Saving	Total Saving	Projected Saving	RAG Status	Update Comments, Issues & Actions	Relevant Scrutiny Committee	Project Manager
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%		
HR							
Staffing Savings	Restructure of senior management	84	84	Green	Saving has been allocated and the budget reduced a	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 a	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%		

Title of Saving	Description of Saving	Total Saving	Projected Saving	RAG Status	Update Comments, Issues & Actions	Relevant Scrutiny Committee	Project Manager
Green = on target to achieve in full Amber = forecast within 20% of target Red = forecast less than 80% of target		Shortfall	586				