

Meeting of:	Homes and Safe Communities Scrutiny Committee
Date of Meeting:	Monday, 04 March 2024
Relevant Scrutiny Committee:	Homes and Safe Communities
Report Title:	Quarter 3 Revenue Monitoring 2023/24
Purpose of Report:	To advise Committee of the Quarter 3 Revenue Monitoring position for 2023/24
Report Owner:	Director of Environment and Housing
Responsible Officer:	Matt Bowmer Head of Finance/Section 151 officer
Elected Member and Officer Consultation:	None
Policy Framework:	This is a matter for Executive decision by Cabinet.

Executive Summary:

The table below sets out the Original Budget and Revised Budget for approval by Directorate.

Directorate	Amended Budget 2023/24 £000's	Projected Outturn 2023/24 £000's	Variance £000's	Unplanned Use of Reserves £000's	Residual Variance 2023/24 £000's	Use of Reserves 2023/24 £000's
Schools	114,239	115,089	850	-850	0	9,600
Learning and Skills	14,090	14,668	578	-578	0	1,392
Social Services	85,460	93,098	7,638	-5,052	2,586	9,051
Environment and Housing	32,009	32,909	900	0	900	200
Corporate Resources	16,641	16,356	-285	0	-285	430
Place	3,401	3,503	102	-102	0	495
Policy	30,678	27,477	-3,201	0	-3,201	-42
Use of Reserves	-2,096	-2,096	0	0	0	2,096
Total	294,422	301,004	6,582	-6,582	0	23,222
Housing Revenue Account	15,538	15,538	0	0	0	0
Adjusted Total	309,960	316,542	6,582	-6,582	0	23,222

The revenue position for 2023/24 continues to reflect challenging demand and inflationary pressures, with increasing demand in respect of Children’s and Adults Social Care and significant increases in the cost of placements and care packages, Support for Additional Learning Needs continues to be an area of significant pressure within Learning and Skills. The Council is also experiencing continued inflationary pressures in respect of School Transport. Across services inflationary pressures are also being experienced in respect of pay, most notably where market forces are being utilised and for the funding gap between provision for the 2023/24 pay award and the flat rate pay award for 2023/24.

The Council has identified a number of steps to be taken in year to help mitigate this overspend and safeguard reserves, this includes tighter controls on expenditure and recruitment and a review of the Capital programme. The Corporate Resources Directorate has identified a potential underspend of £285k to be offset against emerging overspends and there is a projected underspend of £1m against Council tax income due to the projected collection of arrears, new properties, changes in allowances and premiums on empty homes.

Challenging savings and efficiency targets have been set for 2023/24 this includes a target of £2.75M for schools and £4.628M of Corporate savings. The progress against these savings targets is reflected in the Appendix and summarised in the table below.

Directorate	Target	Projected	% Achieved	Mitigation	Mitigation Achieved %	Shortfall	Shortfall %
	£'000s	£'000s		£'000s		£'000s	£'000s
Policy	1,615	1,615	100%	-	0%	-	0%
Resources	582	331	57%	250	43%	1	0%
Neighbourhood and Housing	1,000	640	64%	40	4%	320	32%
Learning and skills	564	383	68%	-	0%	181	32%
Social Services	681	556	82%	-	0%	125	18%
Place	265	173	65%	-	0%	92	35%
Total	4,707	3,698	79%	290	6%	719	15%

- Projected transfers to and from reserves are set out in the table below.

As at	Balance 01/04/2023	Capital Funding	Planned Transfer (from) reserves	Planned Transfer to reserves	Unplanned Drawdown from Reserves	Estimated Balance 31/03/2024
	£'000	£'000	£'000	£'000	£'000	£'000
General Fund	11,523	-	-496	0	-850	10,177

Insurance	4,877	-	0	0	0	4,877
Service Reserves	22,521	-154	-5,493	2842	-6,676	13,040
Risk and Smoothing Reserves	29,802	-1,302	-3,780	-944	-	23,776
Capital	17,726	-10,825	443	-1,898	-	5,446
Schools	7,254	-	-174	0	-6,677	403
Housing Revenue Account	16,486	-15,537	0	0	0	949
Total	110,190	-27,818	-9,499	-0	-14,203	58,668

Recommendations

1. That the position with regard the Authority's 2023/24 Revenue Budget be noted.
2. That Committee note the Budget Virements for 2023/24 presented in this report.

Reasons for Recommendations

1. To inform Committee of the projected revenue outturn for 2023/24.
2. To update the revised budget for a proposed virement for increased energy costs in Council Buildings and to correct the allocation of funding between Adult Services and Children and Young People Services.

1. Background

- 1.0 Council on 6th March, 2023 approved the revenue budget for 2023/24 (minute no 779) and earlier in the year Council on 11th January, 2023 approved the Housing Revenue Account budget for 2023/24 (minute number 607). There is an approved drawdown from the Council Fund of £496K during 2023/24 and £2.8M from other specific reserves.

2. Key Issues for Consideration

Emerging Corporate Pressures

- 2.1 The revenue position for 2023/24 continues to be challenging for the Council both operationally and financially due to the ongoing implications of the Cost of Living Crisis, support for Ukrainian refugees and other resettlement schemes, inflationary pressures. The Council has continued to see additional pressures as a result of these factors particularly across Education, Housing and Social Services.

Revenue Financial Position

- 2.2 The table below details the revised budget and reflects any requested virements. The use of reserves will be necessary to address emerging inflationary pressures and deliver projects across the service.

In recognition of the deterioration of the in-year revenue monitoring position based on the previous Quarter 2 full year projections and the need to identify in year savings, safeguard reserves for future volatility and maximise the accuracy of the projections a number of steps have been taken by the Senior Leadership Team and managers across the Council in recent months as set out below.

- Tighter controls around non essential expenditure and recruitment.
- Senior Leadership Team review of **capital programme**

- Senior Leadership Team review of **use of reserves**, with all requests for use routed via Section 151 Officer and Chief Executive
- Senior Leadership Team to determine savings to **bring forward into 2023/24**

The Council is fortunate to have sizable reserves that will help it manage some of this emergent in year volatility and implement initiatives to enable transformational change to adapt services and utilise opportunities around the use of digital solutions and alternative ways of working to continue to deliver the Annual Delivery Plan objectives and safeguard services for the vulnerable. The scale of pressures in the Social Care, Education and Housing sectors are significant and pose a challenge both in year and over the medium-term financial plan and this is explored further later in this report.

Table 1 – Forecast Outturn 2023/24

Directorate/Service	Revised Budget	Budget Virements	Revised Budget	Projected Outturn	Variance	Use of Reserves
	£000	£000	£000	£000	£000	£000
Learning and Skills						
Schools	115,439	-	115,439	116,289	850	7,727
Use of Reserves (Schools)	-1,200	-	-1,200	- 2,050	- 850	2,050
Strategy, Culture, Community Learning and Resources	6,714	40	6,754	7,230	476	779
Directors Office	252	-	252	252	-	-
Additional Learning Needs and Wellbeing	4,113		4,113	4,228	115	647
Standards and Provision	2,971	-	2,971	2,958	- 13	- 34
Additional Savings/Unplanned Use of Reserves	0	-	0	- 578	- 578	-
Total Learning and Skills (incl. Schools)	128,289	40	128,329	128,329	-	11,169
Social Services						
Children and Young People	18,514	105	18,619	22,989	4,370	3,980
Adult Services	58,301	-105	58,196	61,424	3,228	4,692
Resource Management and Safeguarding	7,729	200	7,929	8,136	207	379
Youth Offending Service	716	-	716	549	- 167	
Additional Savings/Unplanned Use of Reserves	0	-	0	- 5,052	- 5,052	-
Total Social Services	85,260	200	85,460	88,046	2,586	9,051
Neighbourhood Services and Transport	28,207	200	28,407	29,307	900	200
Building/Cleaning Services	0	-	0	-	-	-
Regulatory Services	1,668	-	1,668	1,668	-	-
Council Fund Housing	1,934	-	1,934	1,934	-	-

Public Sector Housing (HRA)	15,538		15,538	15,538	-	-
		-				
Total Environment and Housing	47,347	200	47,547	48,447	900	200
Corporate Resources						
Resources	16,389	-440	15,949	15,664	- 285	430
Housing Benefit	692	-	692	692	-	-
Total Corporate Resources	17,081	-440	16,641	16,356	- 285	430
Place						
Regeneration	1,494	-	1,494	1,494	-	221
Development Management	1,726	-	1,726	1,726	-	130
Private Housing	181	-	181	283	102	42
Additional Savings/Unplanned Use of Reserves	0	-	0	-102	- 102	102
Total Place	3,401	0	3,401	3,401	-	495
Policy						
General Policy	30,678	-	30,678	27,477	-3,201	-42
Total Policy	30,678	0	30,678	27,477	- 3,201	- 42
Use of Reserves	-2,096	0	-2,096	- 2,096	-	2,096
Grand Total	309,960	0	309,960	309,960	0	23,222

Budget Virements Requested

- 2.3 Table 1 reflects the proposed 2023/24 Revised Budget and this includes budget virements requested by Services.

Environment and Housing

- 2.4 The Environment and Housing budget revised budget is requested to be amended to £32.009M which reflects a further budget virement is requested of £200k for additional energy costs in Leisure Centres as required as part of the Parkwood Contract.
- 2.5 The Budget assumed £1M efficiencies some of which are on track to be achieved, some are delayed and some have been mitigated by projected additional income generated in year.
- 2.6 The projected outturn for Environment and Housing in 2023/24 is an adverse variance of £900k and this is further detailed in the Cabinet report. The budget position is detailed in the Appendix A.
- 2.7 Key pressures within the directorate, relevant to this Committee, include the following:
- Accommodation to meet the need of homeless people and families currently resettled within the Vale.
 - Cost of providing support to assist Ukrainian families moving into the Eagleswell school site.

2.8 Public Sector Housing (HRA) - The HRA is expected to outturn on target and any under/overspends in year will be offset by changes to the contributions to capital expenditure thus changing the drawdown from the Housing Revenue Account reserve. The Revised budget reflects the amended 2023/24 budget which is further detailed in the specific HRA report included on the Cabinet agenda for 16th November, 2023.

Place

2.9 The Place revised budget was set at £3.401M as part of the Q2 Monitoring.

2.10 The Budget assumed £265K efficiencies which are currently on track to be achieved in year with the exception of £20K against private housing which is delayed due to the delayed review of the provision of Disabled Facilities Grants. The budget position is detailed in the Appendix B.

2.11 The projected outturn for Place in 2023/24 is an adverse variance of £102k after planned use of reserves of £243K. This overspend will need to be offset by a contribution of £102K from Place reserves and further detailed in the Appendix B.

2.12 Key pressures within the directorate, relevant to this Committee, include the following:

- Private Housing fee income.

2.13 Likely use of reserves includes the following:

- Additional £102k from Place reserves to offset a projected overspend in the Private Housing budget.

Efficiency Targets

2.14 As part of the Final Revenue Budget Proposals for 2023/24, an efficiency target of £7.378M was set for the Council, this is a far higher level of savings than has been set for a number of years.

2.15 The current position in respect of the 2023/24 savings is detailed in Table 2 below.

Table 2 – Progress against 2023/24 Savings

Directorate	Target	Amount Projected	% Achieved	Mitigation	Mitigation Achieved %	Shortfall	Shortfall %
	£'000s	£'000s		£'000s		£'000s	£'000s

Policy	1,615	1,615	100%	-	0%	-	0%
Resources	582	331	57%	250	43%	1	0%
Neighbourhood and Housing	1,000	640	64%	40	4%	320	32%
Learning and skills	564	383	68%	-	0%	181	32%
Social Services	681	556	82%	-	0%	125	18%
Place	265	173	65%	-	0%	92	35%
Total	4,707	3,698	79%	290	6%	719	15%

2.16 The shortfall in Place relates to Disabled Facility Grants issues around means testing, a lack of available contractors to carry out the capital works, as well as potential applicants delaying applications until the Council adopted the new Independent Living Policy and the service is proposing to offset the shortfall from reserves in 2023/24.

2.17 Attached at Appendix C is a statement detailing savings targets for 2023/24 and the current progress against them.

Use of Reserves

2.18 Reserves are a way of setting aside funds from budgets in order to provide security against future levels of expenditure and to manage the burden across financial years. The Council has always taken a prudent approach with regard to Specific Reserves and uses them to mitigate known risks (financial and service) and contingent items, e.g. Insurance Fund. Other reserves have been established to fund Council priorities and in particular the Capital Programme. The Housing Revenue Account Reserve is ring fenced to Housing and the majority will be used to fund improvements to the Council's housing stock.

2.19 Table 3 below sets out the use of reserves for a variety of purposes including planned usage to fund Capital Expenditure, planned revenue usage in accordance with the earmarked purpose of the reserve, unplanned usage to fund emerging overspends during 2023/24 and planned transfers to reserves to set aside fund for specific purposes.

2.20 The below analysis reflects the unplanned use of reserves outlined in this report, the Council will continue to seek to mitigate emerging overspends in year as outlined in this report to safeguard reserves to help mitigate the emerging challenging funding position for the Council outlined in the Medium Term Financial Plan.

Table 3 – Use of Reserves

As at	Estimated Balance 31/03/23	Capital Funding	Planned Transfer (from) reserves	Un Planned Transfer to/(from) reserves	Budget Use of Reserve	Transfer into Reserves	Estimated Balance 31/03/24
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
General Fund	11,523	-	-		-496	-	11,027
Schools Net Deficit	0	0	0	-850	-	-	-850
Total General Fund	11,523	0	0	-850	-496	0	10,177
Insurance	4,878	-	-	-	-	-	4,878
Service Reserves		-	-	-	-	-	0
Learning and Skills	4,131	-91	-1,869	-691		-	1,480
Social Services	10,015	-	-3,167	-5,884	-	3,000	3,964
Neighbourhood Services	3,078	-17	-	-	-	-200	2,861
Corporate Resources	733	-	-95	-	-	-	638
Place	2,096	-46	-268	-102	-	-	1,680
Other Service Reserves	1,625	-	6	-	-	42	1,673
Other Corporate	842	-	-100	-	-	-	742
Risk and Smoothing Reserves		-	-	-	-	-	0
Homelessness and Housing Reserve	4,456	-	-	-	-200	-	4,256
Cost of Living	854	-	-329	-	-200	-	325
Pay Pressures	4,168	-	-299	-	-	-	3,869
Energy Pressures	3,885	-1	-	-	-2,400	-	1,484
Legal	2,000	-	-95	-	-	-	1,905
Project Zero	2,325	-388	-128	-	-	-500	1,310
Investment and Growth Fund	2,353	-	-	-	-	-2,353	0
Reshaping Risk and Investment	2,523	-	-140	-	-	1,609	3,992
Corporate Landlord	5,707	-736	-	-	-	-700	4,271
Digital Reshaping	1,531	-177	11	-	-	-	1,365
Budget Risk	0	-	-	-	-	1,000	1,000
Capital Reserves		-	-	-	-	-	0
Capital	17,726	-10,825	523	-	-	-2,898	4,526
Capital Regeneration	0	-	-80	-	-	1,000	920
Sub Total	86,450	-12,281	-6,030	-7,527	-3,296	0	57,316
Ring Fenced Reserves							

Schools	6,677	0	-	-6,677	-	-	0
Other Schools	576	0	-174	-	-	-	403
Housing Revenue Account	16,486	-15,537	-	-	-	-	949
Total Reserves	110,190	-27,818	-6,203	-14,204	-3,296	0	58,668

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. Climate Change and Nature Implications

- 4.1 The Council has identified dedicated funding in the 2023/24 reserves to support the delivery of Project Zero. Additional funding is ringfenced in the Capital Programme to support schemes.
- 4.2 All savings and cost pressures will be reviewed for Climate Change and Nature Implications prior to implementation.

5. Resources and Legal Considerations

Financial

- 5.1 As detailed in the body of the report.

Employment

5.2 As detailed in the body of the report.

Legal (Including Equalities)

5.3 There are no legal implications.

6. Background Papers

None.

Appendix A

Directorate Monitoring: Environment & Housing

Regulatory Services

The Regulatory Services Budget for 2023/24 is set out in the table below.

	Revised 2023/24 Budget	Budget Virement	Adjusted 2023/24 Budget	Projected Outturn	Variance	Use of Reserves Revenue
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Regulatory Services	1,668	0	1,668	1,668	0	0

The projected outturn for the Regulatory Services budget for 2023/24 is currently projected to be on budget however there may be additional pressures associated with the pay award and animal welfare investigations as outlined below.

Key Pressures for 2023/24 in the Regulatory Services budget.

- The SRS 2023-24 budget is based on an assumption that the annual pay award will be 5%. The award is a flat rate amount which has resulted in a budget shortfall for staff salaries but this impact has been mitigated to a certain extent in year by vacant posts.
- The Service is dealing with a number of animal welfare investigations (linked to illegal dog breeding) in which the seizure of dogs and puppies has been necessary. The animals are now being cared for, pending resolution in court, at significant cost to the Service (circa £12k per month)

Savings Tracker Update

- £21,000 reduction in Vale base contribution – this was achieved at the start of the financial year as part of the agreed SRS budget for 23-24. As a result, there are no on-going savings to track through the year.

General Fund Housing

The Housing (General Fund) Budget for 2023/24 is set out in the table below.

	Revised 2023/24 Budget	Budget Virement	Adjusted 2023/24 Budget	Projected Outturn	Variance	Use of Reserves Revenue
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Community Safety	425	0	425	425	0	0
Homelessness & Strategy	1,366	0	1,366	1,366	0	0
Supporting People	143	0	143	143	0	0
Total	1,934	0	1,934	1,934	0	0

The projected outturn for the General Fund Housing budget for 2023/24 is a breakeven position however there are significant homelessness and resettlement pressures that will need be kept under review as we progress through the financial year, but in the first incidence would require additional drawdown from the Homelessness reserve.

Key Pressures for 2023/24 in the Housing budget (General Fund)

- Hotel accommodation for homeless people (possible need to extend use of hotel beyond March 24)
- Temporary accommodation for people from Afghanistan at Copthorne. Hotel closing at end of August 23, need to identify accommodation solutions for remaining families
- Housing Solutions team staffing levels to provide assistance to homeless households and Afghan nationals.
- Ukraine support to assist 90 families moving into Eagleswell school site Mar 24
- ICT technical support to assist implementation of NEC Northgate system
- Deliver volunteering support to tenants. Value in Vale scheme Public Health Wales funding extended for one more year from April 24.

Savings Tracker Update

- Pre-Tenancy Adviser and VATs budget – The 2023/24 budgets have been reduced by £26k and are on target
- Senior Officer Recharges to HRA to ensure no cross subsidisation - The 2023/24 budgets have been reduced by £33k and are on target

- Community Safety Support Function Vacant post - The 2023/24 budget have been reduced by £25k and are on target

Planned Drawdown on Reserves in Year.

There are no planned drawdown from reserves in 2023/24.

Housing Revenue Account

Public Sector Housing (HRA) Budget for 2023/24 is set out in the table below.

	Revised 2023/24 Budget	Budget Virement	Adjusted 2023/24 Budget	Projected Outturn	Variance	Use of Reserves Revenue
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Public Sector Housing (HRA)	15,538	0	15,538	15,538	0	0
Total	15,538	0	15,538	15,538	0	0

The HRA is expected to outturn on target and any under/overspends in year will be offset by changes to the contributions to capital expenditure thus changing the reliance on Unsupported Borrowing.

Appendix B

Directorate Monitoring: Place

The Place Budget for 2023/24 is set out in the table below.

	Revised 2023/24 Budget	Budget Virement	Adjusted 2023/24 Budget	Projected Outturn	Variance	Use of Reserves Revenue
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Private Housing	181		181	283	102	42
Unplanned Use of Reserves	0		0	-102	-102	102
Total	181		181	181	0	144

The projected outturn for the Place budget for 2023/24

- Private Housing (Disabled Facility Grants) are not expected to outturn on target and will need funding from the Place reserve to balance its budget.

Key Pressures for 2023/24 in the Place budget

- Private Housing– fee income on Disabled Facility Grants is still well behind profile and there is no likelihood that the picture will improve vastly in the last quarter of the financial year. We are forecasting that income could be £120k below target. This is due to issues around means testing, a lack of available contractors to carry out the capital works, as well as potential applicants delaying applications until the Council adopted the new Independent Living Policy. The service is projecting to be over budget by some £102,000 this year. This overspend will need to be offset by a contribution from the Place reserve. It is anticipated that the position will improve next year when new contractors are included in the framework agreement.

Savings Tracker Update

- Private Housing (DFG)– This saving is dependent upon the creation of a single Independent Living function within the Council which should create economies of scale, once established. This will be pursued now the Independent Living policy has been adopted by the Council.

Planned Drawdown on Reserves in Year.

Reserve Name	Brief Description of purpose of drawdown	Planned 2023/24 Drawdown £000's
Place Reserve	Occupational Therapist post funding	42
Place Reserve	Offset overspend DFG income and savings	102
Total Use of Reserves		144

Appendix C Savings Tracker

Directorate	Description of Saving Proposal	Lead Officer	Equality Impact Assessment
Learning and Skills	Payments to Non Maintained Nursery Providers	Lisa Lewis	Yes
Learning and Skills	Removal of schools emergency repairs budget	Lisa Lewis	Budget Adjustment
Learning and skills	Move to cost recovery position for ACL	Trevor Baker	2024/25
Learning and skills	Makerspace income generation for letting out of makerspace rooms in Barry and Penarth libraries	Trevor Baker	Yes
Learning and skills	External income -income generation for letting to external organisations for filming and events	Trevor Baker	Yes
Learning and skills	Stop providing newspapers and DVDs in libraries	Trevor Baker	Yes
Learning and skills	Increase libraries fees and charges by 12%	Trevor Baker	Yes
Learning and skills	Review Arts Provision	Trevor Baker	Yes
Learning and Skills	Reshaping of Out of School Tuition	Martin Dacey	Yes

Learning and Skills	Increase in retained element of Post 16 WG grant for school improvement administration	Morwen Hudson	Budget Adjustment
Learning and skills	Review use of alternative funding sources to support service delivery	Morwen Hudson	Budget Adjustment
Subtotal Directorate Learning and Skills			
Directorate Social Services			
Social Services	Closer to Home Residential Care (C&YPs)	Rachel Evans	Yes (Scoping)
Social Services	Reduced building rental	Head of Adult Services/ Lorna Cross	2024/25
Social Services	Closer to Home Supported Living (LD)	Jason Bennett /Linda Woodley	2024/25
Social Services	Budget Programme Savings 2023-24	Jason Bennett	
Social Services	Additional Income	Gaynor Jones	Yes (Scoping)
Subtotal Directorate Social Services			
Directorate Neighbourhood and Housing			
Neighbourhood and Housing	Increase in fees and charges	Emma Reed	Fees and Charges
Neighbourhood and Housing	Parking Charging Review	Emma Reed	Yes
Neighbourhood and Housing	Review Car Park Provison	Emma Reed	Yes
Neighbourhood and Housing	Stop provision of sandbags	Mike Clogg	Yes

Neighbourhood and Housing	Expand Construction and Design Team	Mike Clogg	2024/25
Neighbourhood and Housing	Rationalisation of Public Conveniences	Colin Smith	2024/25
Neighbourhood and Housing	Review Charges for Coastal Toilets	Colin Smith	2024/25
Neighbourhood and Housing	Mobile Cleansing Service	Colin Smith	2024/25
Neighbourhood and Housing	Mobile Parks Service	Colin Smith	2024/25
Neighbourhood and Housing	Review Planting in Parks consider use of shrubs/drought resitant planting and sponsorship	Colin Smith	2024/25
Neighbourhood and Housing	Do not apply for Green Flag and Coastal Awards	Colin Smith	Yes
Neighbourhood and Housing	Allotment Charging	Emma Reed	Yes
Neighbourhood and Housing	Double Shift Mechanical sweepers (2 vehicles plus one spare)	Kyle Phillips	Yes
Neighbourhood and Housing	Review use of external suppliers	Emma Reed	2024/25
Neighbourhood and Housing	Reduce Grass cutting schedule to 5 cuts a year	Colin Smith	Yes
Neighbourhood and Housing	Enforcement Income		
Neighbourhood and Housing	Jenner Park alternative model	Emma Reed	2024/25
Neighbourhood and Housing	Commercial Opportunities and Business Support review	Emma Reed	Yes
Neighbourhood and Housing	Reassess Tracking Information to rationalise fleet	Kyle Phillips	2024/25
Neighbourhood and Housing	Charge for Post 16 Transport	Kyle Phillips	No Saving
Neighbourhood and Housing	Waste Collection for Black Bags to 3 weeks	Colin Smith/E mma Reed	Yes

Neighbourhood and Housing	Green Bag Subscription Charge	Colin Smith/Emma Reed	Yes
Neighbourhood and Housing	Commercial Waste electric vehicles invest to save - business case	Colin Smith/Emma Reed	2024/25
Neighbourhood and Housing	Garage Generation of additional income	Kyle Philips	2024/25
Neighbourhood and Housing	Charging for public use of Electric vehicle chargers	Kyle Philips	Yes
Neighbourhood and Housing	Reduced Contribution Regulatory Services	Helen Picton	Budget Adjustment
Neighbourhood and Housing	Budget Adjustment Pre Tenancy Adviser and VATs budget	Mike Ingram	Budget Adjustment
Neighbourhood and Housing	Review Senior Officer Recharges to HRA to ensure no cross subsidisation	Mike Ingram	Budget Adjustment
Neighbourhood and Housing	Review Support Function - Vacant Po	Mike Ingr	Yes
Subtotal Directorate Neighbourhood and Housing			
Directorate Place			
Place	General Efficiencies within Regeneration service	Phil Chappell	Budget Adjustment
Place	Review of facilities contracts	Phil Chappell	Yes
Place	Administration target for Creative Communities team	Phil Chappell	Budget Adjustment
Place	Review of Regeneration & Economic Development Support Services	Phil Chappell	Yes
Place	Reduce events grants budget	Phil Chappell	Budget Adjustment
Place	Review of visitor attractions in country parks	Phil Chappell	Yes

Place	Review planning and additional fee income (e.g. PPAs)	Ian Robinson	Budget Adjustment
Place	Review of Business Support function	Ian Robinson	Yes
Place	Increased DFG provision (removal of means testing)	Phil Chappell	Yes
Subtotal Directorate Place			
Directorate Corporate Resources			
Resources	Mayor's Supplies and Services Budget	Jeff Rees	Budget Adjustment
Resources	Democratic Supplies and Services Budget	Jeff Rees	Budget Adjustment
Resources	Registrars Supplies and Services Budget	Jeff Rees	Budget Adjustment
Resources	Legal Services Supplies and Services Budget	Debbie M	Budget Adjustment
Resources	Budget Supplies and Services Adjustment	Tom Bow	Budget Adjustment
Resources	Supplies and Services Budget Adjustment	Lorna Cro	Budget Adjustment
Resources	Supplies and Services Budget Adjustment	Tracy Dick	Budget Adjustment
Resources	Supplies and Services Budget Adjustment	Matt Bow	Budget Adjustment
Resources	Supplies and Services Budget Adjustment	Nick Whe	Budget Adjustment
Resources	Registrars' Income	Jeff Rees	Fees and Char

Resources	O2 Mobile Phone Contract	Nick Whe	Procurement
Resources	Managed Print Service	Nick Whe	Procurement
Resources	Annual RSA Support Costs - Reduce n	Nick Whe	Procurement
Resources	Review C1V Office Accommodation	Tony Curl	Yes
Resources	Review Docks Office Site	Lorna Cro	Yes
Resources	Remove Vacant Posts	Lorna Cro	Yes
Resources	Shared Cost AVCs	Tracy Dick	Yes
Resources	e-Billing in Revenues	Suzanne J	Yes
Resources	Hybrid Mail - Housing Benefits	Suzanne J	Yes
Resources	Vale proportion of Vacant Post	Head of IA	Yes
Resources	Vale proportion of miscellaneous supplies and services savings from budget	Head of IA	Budget Adjust

Resources	Counter fraud budget reduction	Head of IA	Budget Adjust
Subtotal Directorate Corporate Resources			
Policy			
Policy	Mayor's hospitality budget and twinr	Jeff Rees	Budget Adjust
Policy	Appropriation of Debt to HRA - Savings against borrowing costs	Gemma Jc	Budget Adjustment
Policy	Temporary Capital Financing Headro	Gemma Jc	Budget Adjust
Policy	Additional Investment Income (Temp	Gemma Jc	Budget Adjust
Subtotal Policy			
Total Savings			

Subtotal Directorate Learning and Skills			
Subtotal Directorate Social Services			
Subtotal Directorate Neighbourhood and Housing			
Subtotal Directorate Place			
Subtotal Directorate Corporate Resources			
Subtotal Policy			
Total Savings			

FTE Impact 2023/24	Saving Category	Target Value		Overall RAG Status
		£'000	£'000	
		2023/24	2024/25	
0	Service Review	20	14	Green
0	Service Review	90		Amber
0	Generating Income	-	80	
0	Generating Income	20		Amber as unable to predict income generation
0	Generating Income	20		Amber as unable to predict income generation
0	Service Review	15		Green
0	Generating Income	5		Green
2	Service Review	65		Amber dependent on options appraisal.
0	Service Review	89		Green

0	Service Review	50		Green
0	Service Review		190	Green
2		564	94	
0	Invest to Save	200	100	
0	Corporate Asset Strategy	-	50	
0	Invest to Save	-	100	
?	Invest to Save	81		
0	Generating Income	400		
-		681	250	
0	Generating Income	30		Green
0	Generating Income	20	100	Amber
0	Corporate Asset Strategy	50	-	Amber
0	Service Review	5	-	Green

	0	Generating Income	-	25	
	0	Corporate Asset Strategy	-	50	
	0	Generating Income	-	5	
	0	Service Review	-	50	
	0	Service Review	-	50	
	0	Service Review	-	15	
	0	Service Review	5	-	Red
	0	Generating Income	3	-	Green
	0	Service Review	40	-	Green
	0	Service Review	-	25	
	0	Service Review	40	-	Red but mitigated
		Income Generation			Green
	0	Corporate Asset Strategy	-	65	
	0	Service Review	50	130	Green
	0	Service Review	-	10	
	0	Generating Income		-	
Agency Staff		Service Review	150	-	Amber

0	Generating Income	500	-	Amber
0	Invest to Save	-	50	
0	Generating Income	-	10	
0	Generating Income	2	3	Amber
0	Service Review	21		Budget Adjustment
0	Service Review	26		Achieved - budget adjusted.
0	Generating Income	33		Achieved - budget adjusted.
0	Service Review	25		Achieved - budget adjusted.
-		1,000	588	
0	Service Review	25		Budget Adjustment
0	Corporate Asset Strategy	10	23	Amber
0	Generating Income	15		Budget Adjustment
1	Service Review	62		Amber
0	Service Review	3		Budget Adjustment
1.42	Service Review	50	22	Amber

0	Generating Income	36		Budget Adjustment
1.6	Service Review	44		Green
0	Generating Income	20		Red
4		265	45	
0	Service Review	4		Achieved - budget adjusted.
0	Service Review	1		Achieved - budget adjusted.
0	Service Review	1		Achieved - budget adjusted.
0	Service Review	17		Achieved - budget adjusted.
0	Service Review	9		Achieved - budget adjusted.
0	Service Review	17		Achieved - budget adjusted.
0	Service Review	9		Achieved - budget adjusted.
0	Service Review	20		Achieved - budget adjusted.
0	Service Review	13		Amber
0	Generating Income	30		Green

0	Contract/Procurement Review	55			Green
0	Contract/Procurement Review	-	70		
0	Contract/Procurement Review	22			Green
0	Corporate Asset Strategy	50			Amber
0	Corporate Asset Strategy	200	100		Amber
0	Workforce Review	43			Green
0	Generating Income	25			Green
0	Digital Strategy	7			Green
0	Digital Strategy	20			Green
0	Workforce Review	15			Achieved - Vale share of post removed from establishment.
0	Service Review	2			Achieved - Vale share of budget adjusted

0	Service Review	22		Achieved - budget adjusted
-		582	170	
0	Service Review	40		Achieved Budget Adjustment
0	Service Review	25		Achieved Budget Adjustment
0	Service Review	1,000	-500	Achieved Budget Adjustment
0	Generating Income	550	-300	Dependent on Income Generation
-		1,615	-500	
6		4,707	647	

		564	94	
		681	250	
		1,000	588	
		265	45	
		582	170	
		1,615	-500	
		4,707	647	

Comments/Narrative	Value Achieved/ Expected to be Achieved 2023/24	Percentage Achieved %
Notice given to St Donats	20	100%
Even though the budget has been cut there is an ongoing pressure relating to emergency repairs in schools. Whilst this is relatively small at the moment it is likely to increase during the winter months. This area will be kept under review	68	76%
		n/a
Budget has been set including new income target. Unable to predict at this early stage whether the income target will be achieved		0%
Budget has been set including new income target. Unable to predict at this early stage whether the income target will be achieved		0%
Budget has been cut, service will no longer purchase DVDS	15	100%
fees have been increased in the budget	5	100%
Re -evaluation of options proposals developed following extensive consultation to be reconsidered in light of current financial situation and savings required. This process is underway and costed proposals will follow.		0%
The way in which OOST is delivered has been altered so that most tuition is delivered online rather than face to face. This is not ideal but is not out of sync with many other LAs. Budget saving will be achieved but service affected	89	100%

Post 16 grant for schools has been top-sliced to contribute towards the central costs of the Learning and Skills Directorate. £50k has been included as an ongoing budgeted income	50	100%
Shared Prosperity Fund grant has increased not decreased as anticipated. Staff roles within the Youth Service have been reassigned to work on the shared prosperity grant funded project	136	72%
	383	68%
Delays on Building Programme and Recruitment of Staff, need to go through registration process- Likely to be utilised in Autumn of 2023 with first placement currently being reviewed. Likely to be between £65k and £85k	75	38%
Part of wider asset reorganisation review overall costs and savings position.	0	0%
Further smart houses planned, additional work required to review potential for savings.	0	0%
Potential to identify 2023/24 target from review of high cost packages of care and commitments and health funding further review work to be undertaken.	81	0%
Budget Adjustment	400	100%
	556	82%
Fees & Charges increased for 23/24	30	100%
Residents permits - Cabinet Report due to be taken delayed due to 20mph work		0%
Court Road Car Park- Awaiting the result of the Public Consultation plan before this can be progressed further		0%
Achieved	5	100%

		n/a
		n/a
		n/a
		n/a
		n/a
		n/a
Senior Management instructed that Green Flag & Coastal Awards should continue. No alternative saving to be offered.		0%
Charges increased for 23/24 to reflect cost recovery and letters have now gone out.		0%
Has been achieved by transferring 2 members of staff to vacant posts within cleaning operations		0%
		n/a
Tender price higher than anticipated therefore savings not achieved. Mitigated by Enforcement Income	-	0%
Enforcement used to mitigate the above	-	N/A
		n/a
Reception at Alps closed. 2 x posts vacant within support	50	100%
		n/a
		n/a
Due to commence from 1st July 2023 Shortfall due to delayed start and could be mitigated by green bag income and dropped vehicle. Savings of £100k remains anticipated in 23/24.	100	67%

Commenced in July £350k collected to date opportunity to increase with 1/9 of 2024's charge. Position remains the same as at 06.11.23, with only £350k anticipated.	350	70%
		n/a
		n/a
Not able to move forward with this in 23/24	-	0%
Budget Adjustment	21	100%
Budget Adjustment	26	100%
Budget Adjustment	33	100%
Budget Adjustment	25	100%
	640	64%
	25	100%
This is an agreed Invest to Save scheme. Savings should be achieved, subject to final agreement being reached		0%
	15	100%
Review of Regeneration structure is largely complete. Total savings will not be made this year but the shortfall will be covered by alternative income sources	50	80%
	3	100%
It has been agreed that the Cosmeston Medieval Village will remain open to the public but associated support will be removed	-	0%

Developers are being offered the opportunity to enter agreements with the Council to ensure that applications are processed as quickly and efficiently as possible.	36	100%
Staff savings achievable	44	100%
Unlikely due to the delay in the establishment of a single Adaptations Team. A new Independent Living Policy has now been adopted by the Authority, incorporating the principles of Discretionary Adaptations Grants. This should ensure that the number of applications that qualify for funding will increase and this should have a positive impact on fee income which will assist in achieving this savings target going forward.	-	0%
	173	65%
	4	100%
	1	100%
	1	100%
	17	100%
	9	100%
	17	100%
	9	100%
	20	100%
Need to consider impact of OD refreshments cut	12	92%
Budget has been adjusted. Additional target should be achieved based on annual trends.	30	100%

Achieved - budget adjusted to reflect lower tariff however approx £18k relates to SRS and HRA and are not able to be realised within the General Fund. This is being offset by printing savings in 2023/24	55	100%
		n/a
Saving is predicated on the reduced use of RSA due to greater VPN usage.	22	100%
Full saving will not be achieved during 23/24 as review is ongoing and this is part of a wider review of office space.		0%
Full saving will not be achieved during 23/24 as review is ongoing and this is part of a wider review of office space. A Rateable Value reduction has realised part of the saving earlier than anticipated.		0%
Achieved - posts removed from establishment.	43	100%
The Shared Cost AVC deductions process commenced in August 2023, anticipated shortfall is expected to be approx £3/£4k due to current take up is expected to increase during the financial year.	25	100%
Team are engaging with business improvement team about what we can do with the ongoing daily mailings through Datagraphic (hybrid mail). Plan to introduce text messaging for CTax pre reminders/finals/summonses and we will be able to use the same solution for promoting e-billing	7	100%
Project has been kicked off and team have engaged with Business Improvement. Process nearing the end - h/b letters are being processed through Datagraphic. Section have been in touch with TelSolutions in relation to reminders. This is ongoing as @ Feb 24	20	100%
	15	100%
	2	100%

Service includes a high target for fraud reduction. Annual income target is £125k.	22	100%
	331	57%
	40	100%
	25	100%
	1,000	100%
On Target to Achieve in full	550	100%
	1,615	100%
	3,698	79%
	383	68%
	556	82%
	640	64%
	173	65%
	331	57%
	1,615	100%
	3,698	79%