

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 20th November 2017

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WARD(S): All

PORTFOLIO: Councillor Munawar, Leader of the Council and Cabinet Member for Finance & Strategy

PART I **NON-KEY DECISION**

REVENUE FINANCIAL REPORT – 2017-18 (QUARTER 2)

1 Purpose of Report

This report provides Cabinet with an update on the latest revenue financial position for the Council for the 2017-18 financial year.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve

- (a) That the latest financial position be noted.
- (b) That the proposal to delegate the decision for agreeing the formula for schools funding for 18-19 as outlined in paragraph 6.3.4 be agreed.
- (c) That the budget virements as listed in paragraph 8 be approved, and
- (d) That the write offs as requested in paragraph 9 be approved.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan

This report indirectly supports all of the strategic priorities and cross cutting themes. The maintenance of excellent governance within the Council helps to ensure that it is efficient, effective and economic in everything it does. It helps to achieve the corporate objectives by detailing how the Council is delivering services to its residents within the financial parameters of the approved budget.

4 Other Implications

(a) Financial

The financial implications are contained within this report.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	N/A	N/A
Property	N/A	N/A
Human Rights	N/A	N/A

Health and Safety	N/A	N/A
Employment Issues	N/A	N/A
Equalities Issues	N/A	N/A
Community Support	N/A	N/A
Communications	N/A	N/A
Community Safety	N/A	N/A
Financial	N/A	N/A
Timetable for delivery	N/A	N/A
Project Capacity	N/A	N/A
Other	N/A	N/A

(c) Human Rights Act and Other Legal Implications

None.

(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA.

5 Key Messages

5.1 **GENERAL FUND**

5.1.1 **The Forecast Position**

The total estimated net commitment for the year across all service areas is **£106.3m** this compares with a net budget for the council of **£103.8m**. There are planned in year savings of **£1.5m** which gives a net overspend budget pressure of **£0.98m**.

SUMMARY - FORECAST (YEAR END) POSITION				
Directorate	Net Current Budget	Projected Outturn	Planned In Year Savings	Variance
	£'M	£'M	£'M	£'M
Wellbeing	31.323	32.330	-1.007	0.000
Children Learning & Skills and Schools	29.331	29.351	-0.020	0.000
Customer and Community Services	16.212	17.094	0.000	0.882
Regeneration, Housing and Resources	23.106	23.838	-0.504	0.228
Chief Executive	3.966	3.838	0.000	-0.128
Corporate & Departmental	-0.139	-0.139	0.000	0.000
Total General Fund	103.798	106.312	-1.531	0.982
% of revenue budget over/(under) spent				0.95%

5.1.2 Since last month the position has improved by **£1.617m**. This is due mainly to the following reasons:

- a) **Investment Returns - £500k** the latest forecast for investment returns is £1.7m which is £0.5m more than previously expected
- b) **Budget Adjustments - £530k** – A cash limit adjustment of £350k is proposed for the CLS Directorate has been agreed along with proposed Transformation Funding of £180k.

- c) **Street Lighting Maintenance - £160k** – The commitment for Street Lighting maintenance has reduced following the latest review and assessment of need by the service.
- d) **Capitalisation of Staff Costs - £100k** – The review of the amount of staff costs recharged to capital has led to further £100k being capitalised.

5.1.3 The main causes for the forecast budget pressure are as follows:

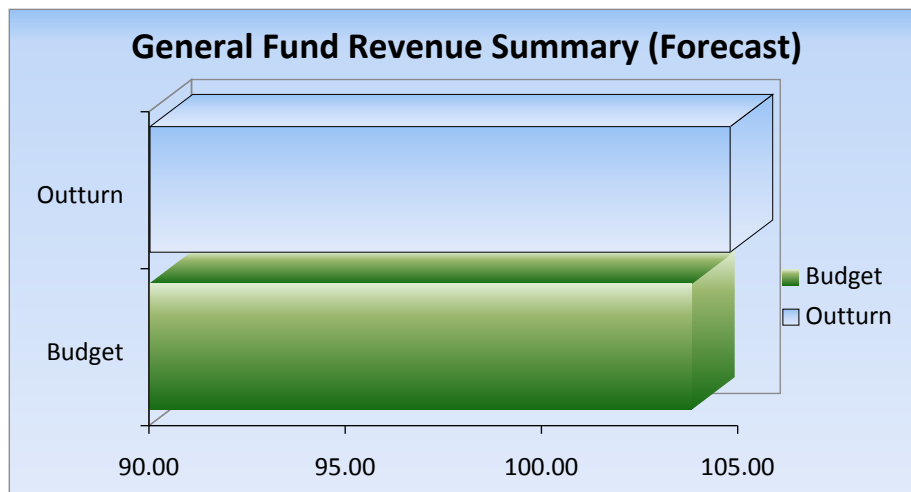
- a) **Regeneration, Housing and Resources Directorate** - the Housing & Environmental Services budget is forecasting an overspend of **£827k** which is mainly the result of adverse pressures on the Temporary Accommodation and Homelessness budget due to a sustained increase in demand for temporary housing.
- b) **Customer & Community Services** - A pressure within the Wellbeing & Community services of **£541k** primarily due to lower than budgeted income expected for Cemeteries & Crematorium, Registrars and Parks & Open Spaces. There is also a pressure of **£300k** on the Legal Services budget resulting from potential slippage in delivering the agreed savings. There is an overspend of **£258k** forecast for the Arvarto (Phase 1) Contract in Transactional Services

These are all explained in greater detail later in the report.

5.1.4 **Management Actions**

- a) These figures include planned in year savings of **£1.531m**. A total of **£1.007m** from the Wellbeing Directorates which if achieved will allow this area to achieve a balanced budget position. The latest review of these actions shows the Directorate is on track to deliver these plans in full.
- b) Proposals to the value of **£0.504m** in management actions have been included from the Regeneration, Housing & Resources Directorate. These are to be delivered in 2 areas. A total of **£266k** is earmarked for to be achieved in additional capital investment income. This has already been actioned and the saving already achieved. There are also a number of initiatives in the Corporate Resources area which is expected to achieve additional income or cost reductions totalling **£0.238m**. The implementation of these actions are in progress and are on track to deliver in full.

A summary of the year end forecast is shown in the graph below.

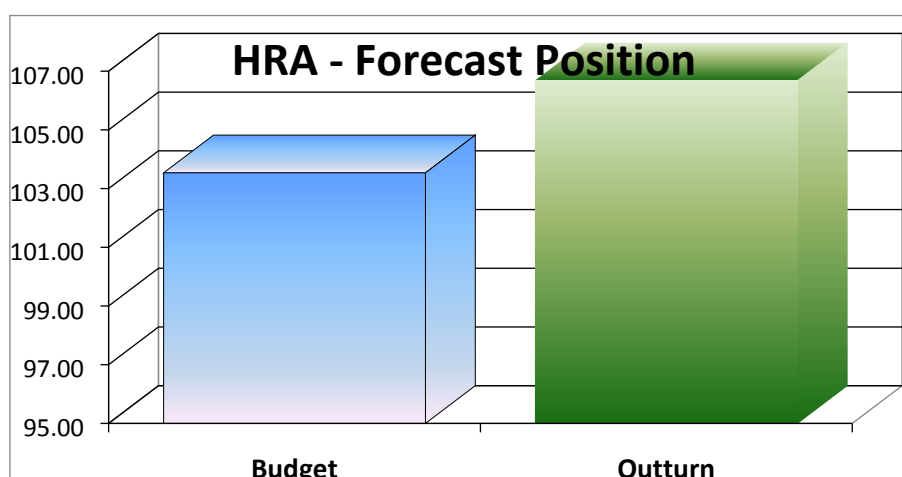


5.2 HOUSING REVENUE ACCOUNT (HRA)

5.2.1 Forecast Position

The HRA is budgeted to spend **£38.2m** this financial year, with budgeted income of **£36.5m** expected, these result in a planned net budget for the HRA of **£1.7m**. The extra **£1.7m** will be funded from the Housing Development Fund. Based on actual expenditure and income received so far plus planned commitments and further income expected, the HRA is forecasting a balanced budget. Both income and expenditure are currently on track to achieve the budgeted amount. Full details are given in paragraph 7 and this is summarised in the table and graph below.

HOUSING GENERAL FUND SUMMARY			
Directorate	Annual Budget	Projected Outturn	Variance
	£'M	£'M	£'M
HRA Expenditure	38.219	38.219	0.000
HRA Income	-36.517	-36.517	0.000
HRA Outturn Position (as at Year End)	1.702	1.702	0.000
% of revenue budget spent in total			0.00%



5.2.2 Management Actions

There are no management action required for this service area as the budget is currently forecast to balance.

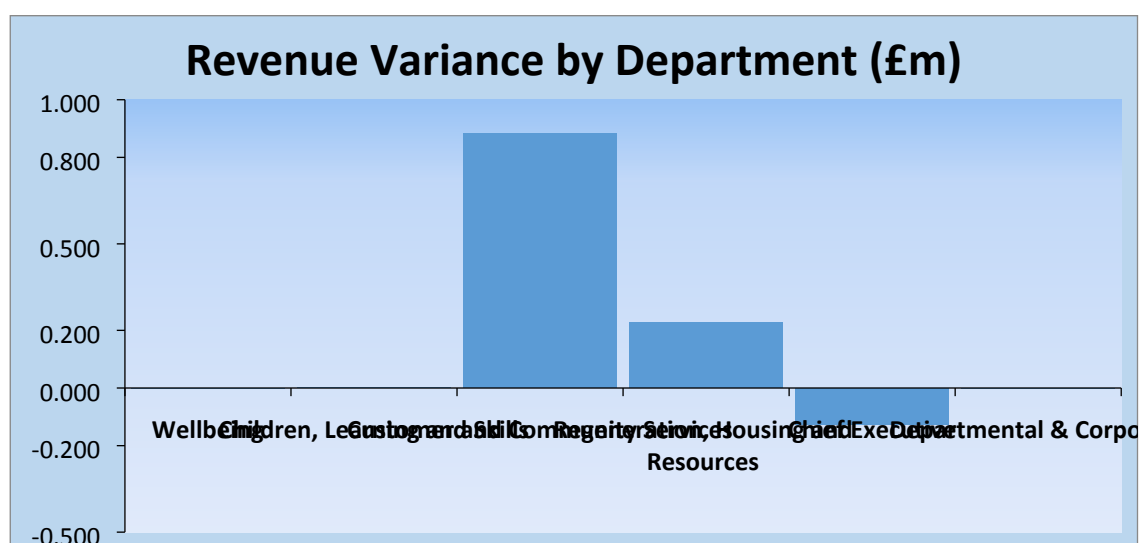
EXECUTIVE REPORT

6 General Fund Revenue Expenditure

6.1.1 Outturn by Directorate

The year-end forecast indicates that there will be an overspend of **£0.98m** (0.95%) of the revenue budget. This is primarily in two Directorates: Regeneration, Housing & Resources (**£0.882m**), and Customer and Community Services (**£0.228m**). These forecasts are based on the latest understanding of the current expenditure and commitments expected for the rest of year.

6.1.2 The latest forecast by Directorate is summarised in the graph below



6.2 Wellbeing Directorate

6.2.1 Forecast Position

The Wellbeing Directorate has an underlying budget pressure of **£1m**. It has however identified a variety of in-year management actions to offset this budget pressure. As a result the service is currently forecast to breakeven. A summary of the Directorate's budget position is shown below.

Service	Revised Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance
	£'M	£'M	£'M	£'M
Adult Social Care	31.935	32.942	-1.007	0.000
Public Health	-0.612	-0.612	0.000	0.000
Total Wellbeing	31.323	32.330	-1.007	0.000

6.2.2 Management Action

The Directorate has a variety of initiatives to address the underlying forecast budget pressure. These plans are reviewed in depth monthly and current indications are that these are still on track to be delivered in full.

6.3 Children, Learning & Skills (CLS)

6.3.1 Forecast Position

This Directorate is now forecasting a balanced budget after allowing for in year savings of **£20k** and budget adjustments of **£350k** and **£180k** respectively.

6.3.2 Access & Inclusion is expected to overspend by **£197k**. This is due to an overspend on the Transport budget for SEN children.

Service	Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance
	£'M	£'M	£'M	£'M
CLS Directorate	1.036	0.931	0.000	-0.104
SCST	24.657	24.657	0.000	0.000
Early Years and Development	1.065	1.063	0.000	-0.002
Access and Inclusion	2.358	2.575	-0.020	0.197
Education Strn'ds & Inclusive Learning	0.516	0.425	0.000	-0.091
SEN	0.037	0.037	0.000	0.000
Sub Total	29.668	29.688	-0.020	0.000
Schools	-0.337	-0.337	0.000	0.000
Total CLS	29.331	29.351	-0.020	0.000

6.3.3 Management Action

To help deal with the budget pressure on Transport for SEN Children it is proposed to remove entitlement to transport from under 5's. This was agreed by Cabinet last summer and will be implemented September 2017. This is now estimated to achieve a part year saving of **£20k**.

6.3.4 Delegated Authority to Approve Changes to Schools National Funding Formula

The process to agree the new formula used to set the budgets for local schools in the borough for the next financial year 2018/19 is underway. The timetable to agree the changes to the funding formula is very tight. Detailed discussions will be taking place with the Schools' Forum followed by full consultations with all affected schools and finally a submission to the Department of Education of the agreed position by January 19th 2018.

The quick turnaround required means that decisions about the composition of or changes to the formula will not fit into the current Cabinet cycle. Consequently Cabinet is requested to delegate authority to agree any changes to the national formula for 2018-19 financial year to the Director of Children, Learning and Skills, following consultation with the Cabinet Member for Children, Education & Families. Any decisions taken under delegated action will be reported to the next Cabinet meeting.

6.4 Customer and Community Services (CCS)

6.4.1 Forecast Position

This Directorate now has a forecast overspend of **£882k** – a reduction of **198k** from last month

DIRECTORATE SUMMARY				
Directorate	Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance
Community and Skills	1.785	1.654	0.000	-0.131
Wellbeing & Community	2.714	3.245	0.000	0.531
Planning and Building Control	0.596	0.583	0.000	-0.013
Enforcement and Regulation	1.137	1.235	0.000	0.098
Improvement and Development	0.398	0.343	0.000	-0.055
Transactional Services	8.657	8.917	0.000	0.260
Contracts, Commissioning & Procurement	0.925	1.117	0.000	0.192
GRAND TOTAL	16.212	17.094	0.000	0.882

6.4.2 The reason for the overspend is as follows::

- **Legal Services savings - £300k** of new savings were agreed this year. These were to be achieved by “increase internal legal capacity to reduce expenditure on external legal advice”. The service has now advised this saving will not be achieved. No alternative savings have currently been proposed or alternative remedial action taken.
- The Arvato contract (Phase 1) is expected to overspend by **£258k** due to the impact of the unexpected level of increase in the rate of inflation on the annual contract price increase, reductions in Government administration subsidy grant, and a savings target related to the introduction of Agresso and the assumed reduction in the Arvato transactional charges which has not proved possible to achieve to-date.
- A pressure within the Wellbeing & Community services of **£541k** primarily due to lower than budgeted income expected for Cemeteries & Crematorium (£367k); Registrars (£120k) and Parks & Open Spaces (£90k). The Cemeteries & Crematorium income shortfall is due to the closure of the facility and resulting fall in activity.

6.4.3 Management Action

No plans have been presented to date to address the budget pressure identified above.

6.5 Regeneration, Housing and Resources (RHR)

6.5.1 Forecast Position

RHR is forecasting a budget pressure of **£0.632m**. However this is offset by planned in year savings totalling **£0.504m** leaving a projected overspend of **£0.228m**. This is due mainly to the pressure of **£0.877m** within the Housing and Environmental service area.

6.5.2 This is a significant change of nearly **£0.9m** from last month. These changes are explained in paragraph 5.1.3 above.

Directorate	Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance
	£'M	£'M		£'M
Strategic Management	-0.141	0.565	-0.266	0.440
Corporate Resources	1.949	2.187	-0.238	0.000
Housing and Environment	14.103	14.980	0.000	0.877
Assets, Infrastructure & Regeneration	7.195	6.106	0.000	-1.089
Total RHR	23.106	23.838	-0.504	0.228

6.5.3 Housing & Environmental

The main reasons for this budget pressure are as follows:

- Environmental Service** - a pressure of **£300k** - due to actual rate of inflation charged to the contract being more than the level budgeted (**£140k**); higher landfill costs resulting from the increase in waste volumes; and the profit share arrangement with Amey is also likely to be less than planned.
- Housing Services** – an estimated overspend of **£577k** due to higher costs within Temporary Accommodation and Homelessness which are forecast to overspend by **£0.2m** and **£0.1m** respectively whilst Home Improvement is expected to exceed its budget by **£0.2m**.

6.5.4 Management Action

There are no known plans to address the overspend on the Environmental Services budget. But there are a number of initiatives being developed to address the pressure on the Housing Service. None of these are sufficiently advanced to quantify the financial impact. The service is however optimistic that these will have some impact in this financial year.

6.5.5 Strategic Management

This area is currently projected to overspend by **£440k**. This is the result of savings agreed over the past 3 years that will not be delivered this year.

- In 2015/16 savings totalling **£171k** were agreed to be delivered via “Efficiencies across the directorate”. These were never allocated to service teams and remain unachieved.

- In 2016/17 savings totalling **£170k** were agreed to be delivered through “restructuring across the Directorate”. These have also not been delivered.
- In 2017/18 new savings totalling **£300k** were agreed. These were to be delivered via “the creation of a dedicated SUR Team and capitalisation of costs”. However, this will be delayed for this year and as a one off measure management action to use additional income of **£266k** from the “overage” investment returns will be used to offset this.
- The remaining savings from previous years plus the balance of **£34k** from the 17/18 savings remain unachieved with no compensating alternative to redress this shortfall.

6.5.6 Management Action

As a one off measure additional income totalling **£266k** from the “overage” investment returns will be used to offset these some of the budget pressure caused by these agreed savings not delivered. This income has already been achieved and therefore this action has been delivered.

The service is considering proposals to address the shortfalls in prior year savings with some additional one off resources. These plans are being finalised and will be updated in the next report.

6.6 Chief Executive Services

6.6.1 Forecast Position

These services are currently expecting to underspend by **£128k**.

Service	Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance
	£'M	£'M	£'M	£'M
Chief Executive Office	0.338	0.268	0.000	-0.070
Corporate & Member Services	1.300	1.290	0.000	-0.010
Communications	0.228	0.228	0.000	0.000
Strategy & Engagement	0.858	0.810	0.000	-0.048
Organisation Development & HR	1.242	1.242	0.000	0.000
Total CE Services	3.966	3.838	0.000	-0.128

6.6.2 Management Action

There are no management actions required for this service area as the budget s currently forecast to underspend.

7 Housing Revenue Account

The latest forecast on the HRA is for a balanced position. Full details are shown in the table below.

Housing Revenue Account - Budget Monitor 2017/18			
Division	Year End Forecast		
	Budget	Outturn	Variance
	£ 000's	£ 000's	£ 000's
HRA Expenditure	38,219	38,219	0
<i>Breakdown:</i>			
<i>Tenant Services</i>	<i>2,097</i>	<i>2,097</i>	<i>0</i>
<i>Neighbourhood Housing Areas North/South/East/Resilience</i>	<i>1,327</i>	<i>1,327</i>	<i>0</i>
<i>Areas & Investigation</i>	<i>531</i>	<i>531</i>	<i>0</i>
<i>Tenant Participation</i>	<i>270</i>	<i>270</i>	<i>0</i>
<i>Housing Allocations/Lettings</i>	<i>210</i>	<i>210</i>	<i>0</i>
<i>Leaseholder Team</i>	<i>247</i>	<i>247</i>	<i>0</i>
<i>Housing Repairs</i>	<i>8,500</i>	<i>8,500</i>	<i>0</i>
<i>Management & Services</i>	<i>5,620</i>	<i>5,620</i>	<i>0</i>
<i>Loans, Bad Debt, Council Tax</i>	<i>6,269</i>	<i>6,269</i>	<i>0</i>
<i>Depreciation and Funding Of Capital Projects (RCCO)</i>	<i>13,149</i>	<i>13,149</i>	<i>0</i>
HRA Income	36,517	36,517	0
<i>Breakdown:</i>			
<i>Dwelling Rents</i>	<i>(32,514)</i>	<i>(32,514)</i>	<i>0</i>
<i>Garage Rents</i>	<i>(476)</i>	<i>(476)</i>	<i>0</i>
<i>Shop Rent</i>	<i>(666)</i>	<i>(666)</i>	<i>0</i>
<i>Other Rents e.g. Ground, Wayleaves, Land</i>	<i>(478)</i>	<i>(478)</i>	<i>0</i>
<i>Leaseholder Service Charges Income & Chargeable Works</i>	<i>(717)</i>	<i>(717)</i>	<i>0</i>
<i>General Service Charges</i>	<i>(1,651)</i>	<i>(1,651)</i>	<i>0</i>
<i>Interest</i>	<i>(16)</i>	<i>(16)</i>	<i>0</i>
Total HRA Outturn Position 31.07.17	1,702	1,702	0

8 Virements

- 8.1 The following virements have been prepared since the start of the year. Cabinet is requested to approve the transfer of budgets between the services shown in accordance with the financial procedure rules.

Directorate	Amount £	Description	Agresso Batch ID	Reason for Virement
CLS	992,628	UIFSM Payment Allocation	PL-182	This allocates the funding received for Universal Infant Free school meals to individual schools
	372,000	Miscoded Income	PL-227	This reallocates budget more accurately between internal income and external income.
	283,293 278,807	Growth Fund Allocation	PL-237 PL-216	This allocates funding to individual schools to fund “bulge” classes that have not been included in the census
	500,000	PFI budget Transfer	PL-238	This budget adjustment moves the PFI funding to a distinct and separate code to aid budget management
	506,700	SEN RB Top-up funding	PL - 169	These virements reallocate funding from the High Needs Block of the DSG to individual schools following decisions from the SEN Team regarding top up, resource base or place funding.
	256,000	Place funding Journal	PL-222	
	313,333	Adjustment re Place Funding	PL-196	
	307,000	Early Years Budget Reallocation	PL-234	This virement consolidates several staffing budgets into a single budget unit following a review and restructure by the new head of service.
	982,300		PL-247	This adjustment re-arranges the Centrally retained budget for the Early Years Service so that each different service element can be separated identified to aid improved budget scrutiny.
	379,000		PL-180	This virement reallocates internal recharged income within the CLS Directorate so that the level of recharge matches the service provided by the recharged areas.
	2,711,100	CLS Revised Budget	PL-178	At the request of the new Head of Service, these virements rearrange some of the budgets within the CLS service area to different account codes and cost centres within the same service. This is so that the new codes give a better description of the service activity and improve the reporting and quality of budget monitoring.
	2,089,100		PL-199	
	27,940,700	Childrens Trust Contract budget realignment	PL-190	The virement re-allocates the budget within the budget code for Slough Children Services Trust. These budget transfers are all within the same budget code. But the budgets have been redistributed to allow for clearer monitoring of the differing budget and funding elements

Directorate	Amount £	Description	Agresso Batch ID	Reason for Virement
RHR	2,506,100	Income restructure between commercial properties and strategic acquisition assets	PL-206	This realigns the income budgets within the Asset Management Service so that they better reflect the levels of income being achieved.
Wellbeing	5,600	Security Badge	PL-159	This virement corrects a earlier budget adjustment between Mental Health Services and Corporate Landlord. The previous virement consolidated premises related budgets under the new corporate landlord function. But it was overstated by £5,600. This virement corrects that error.
	(16,500)	Saving from fleet cars Management	PL-160	This reduces the budget on staffing travel to reflect the savings expected from the use of Electric Cars
	0	Transfer of Budget to new Cost Centre moved	Various	This virement reallocates all the budgets within the Wellbeing Directorate, totalling £32,224,900 following the creation of new cost centres as a result of a major review of the service structure. The net value of the virement is nil because the transfers took place within the same service area (cost centres).
	(278,700) (7,000)	New Savings - Agency	PL-204,PL-229	This virement has reallocated the savings agreed by members in relation to "Lower Staff Agency Expenditure" to respective staffing budgets using the basis of allocation agreed by CMT.
Central Management	717,900	New Savings - Agency	PL-204,PL-229	

9 Write Offs

- 9.1 Write offs totalling **£564,486.85** have been agreed since the start of the year. Cabinet is requested to approve these write offs in accordance with the council's financial procedures rules. These are detailed below.

Reason	NNDR	Council Tax	Former Tenant Arrears	Sundry Debtors	Housing Benefits	Total
	£	£	£	£	£	£
Unable to trace / Absconded	37,813.96	2,047.90	1,577.95	7,486.80	3,177.47	52,104.08
Vulnerable persons			295.33			295.33
Deceased			19,427.65	81,769.18	3,080.04	104,276.87
Statute Barred / Unable to Enforce		49,855.18	590.85	12,983.99	16,598.31	80,028.33
Bankruptcy		897.02		600.00		1,497.02
Instruction from SBC *				86,463.23		86,463.23
Nulla Bona (Returned from Bailiff)				3,488.19		3,488.19
Dissolved/Proposal to Strike/Liquidation	191,041.96			241.20		191,283.16
Misc. (incl uneconomical to pursue)	1,242.80		1,539.79	42,016.53	251.52	45,050.64
TOTAL	230,098.72	52,800.10	23,431.57	235,049.12	23,107.34	564,486.85
Pre April 2012		50,721.65	825.19	0.01	19,391.56	70,938.41
Post April 2012	230,098.72	2,078.45	22,606.38	235,049.11	3,715.78	493,548.44
TOTAL	230,098.72	52,800.10	23,431.57	235,049.12	23,107.34	564,486.85

10 Conclusion

- 10.1 The General Fund revenue position for the Council is forecasting an overspend of **£0.982m**.
- 10.2 The forecast for the Council's Housing Revenue Account (HRA) is forecasting a balanced position.

11 Appendices Attached

- 'A' - General Fund Revenue Summary
'B' - Savings Summary

12 Background Papers

- '1' - Supporting working papers held in finance

Directorate	Revised Full Year Budget £'M	Projected Outturn	Planned Savings	Full Year Variance £'M
Wellbeing				
Adult Social Care	31.935	32.942	-1.007	0.000
Public Health	-0.612	-0.612	0.000	0.000
Total Wellbeing	31.323	32.330	-1.007	0.000

Children Learning & Skills				
CLS - Directorate	1.036	0.931	0.000	-0.104
SCST	24.657	24.657	0.000	0.000
Early Years and Development	1.065	1.063	0.000	-0.002
Access and Inclusion	2.358	2.575	-0.020	0.197
Education Standards and Inclusive Learning	0.516	0.425	0.000	-0.091
SEN	0.037	0.037	0.000	0.000
Total Children Learning & Skills (GF)	29.668	29.688	-0.020	0.000

Total Schools (DSG)	-0.337	-0.337	0.000	0.000
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Total Children Learning & Skills	29.331	29.351	-0.020	0.000
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Customer and Community Services				
Community and Skills	1.785	1.654	0.000	-0.131
Wellbeing & Community	2.714	3.245	0.000	0.531
Planning and Building Control	0.596	0.583	0.000	-0.013
Enforcement and Regulation	1.137	1.235	0.000	0.098
Improvement and Development	0.398	0.343	0.000	-0.055
Transactional Services	8.657	8.917	0.000	0.260
Contracts, Commissioning & Procurement	0.925	1.117	0.000	0.192
Total Customer and Community Services	16.212	17.094	0.000	0.882

Regeneration, Housing and Resources				
Strategic Management	-0.141	0.565	-0.266	0.440
Corporate Resources	1.949	2.187	-0.238	0.000
Housing and Environment	14.103	14.980	0.000	0.877
Assets, Infrastructure and Regeneration	7.195	6.106	0.000	-1.089
Total Regeneration, Housing and Resources	23.106	23.838	-0.504	0.228

Chief Executive				
Chief Executive Office	0.338	0.268	0.000	-0.070
Corporate & Member Services	1.300	1.290	0.000	-0.010
Communications	0.228	0.228	0.000	0.000
Strategy & Engagement	0.858	0.810	0.000	-0.048
Organisation Development & HR	1.242	1.242	0.000	0.000
Total Chief Executive	3.966	3.838	0.000	-0.128

Total Corporate & Departmental	-0.139	-0.139	0.000	0.000
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Total General Fund	103.798	106.312	-1.531	0.982
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% of revenue budget over/(under) spent in total

0.95%

SAVINGS SUMMARY - 2017/18

Directorate	Service	Amount	Savings Item	RAG	Comments
CCS	Learning and Community Services	25	Expansion of Apprenticeship Scheme attracting additional SFA funding.	GREEN	
CCS	Learning and Community Services	10	Adult learning and skills - reduction in data and performance information	GREEN	
CCS	Public Protection	10	Additional income generation from the switch of alarm monitoring of Corporate Landlord property alarms to CCTV Control Centre and other services	RED	CCTV not compliant to a alarm reception centre (ARC). Alternative saving to be found
CCS	Public Protection	30	Re -commissioning of Domestic Abuse Contract	GREEN	
CCS	Public Protection	10	Increase in income	GREEN	
CCS	Planning and Building Control	11	Reduction in subsidy through additional income from pre-application and increased planning application numbers off the back of the local plan review/growth agenda.	GREEN	
CCS	Planning and Building Control	4	Savings from reducing specialist consultancy support by training existing staff to undertake both petroleum licensing and environmental permitting.	GREEN	
CCS	Public Protection	5	TRADING STANDARDS - Partnership with approved trader scheme	AMBER	This scheme has been put on hold due to a legal obstacle. Should know more in a few months....
CCS	Planning and Building Control	3	Re-negotiate landfill monitoring contract	GREEN	
CCS	Learning and Community Services	104	Reduction in overhead costs following the library service being brought "in house".	GREEN	
CCS	Wellbeing & Community Services	25	Community & Skills restructure 2015/16 – removal of service transition budgets	GREEN	
CCS	Contracts, Commissioning & Procurement	50	Reduction in budget lines across Procurement Team service area.	AMBER	Can only be met if posts kept vacant
CCS	Learning and Community Services	780	Libraries' Contract Overpayment (one-off)	AMBER	may not receive whole 780k

Directorate	Service	Amount	Savings Item	RAG	Comments
CCS	Legal	300	Increase internal legal capacity to reduce spend on external legal advice (Net position)	AMBER	Can only be met if posts kept vacant
CCS	Planning and Building Control	35	Expected compensating savings following introduction of the fleet of electric vehicles (growth bid included)	GREEN	
CCS	Wellbeing & Community Services	2	Increase in Fees and Charges	GREEN	
CCS	Learning and Community Services	1	Increase in Fees and Charges	GREEN	
CCS	Wellbeing & Community Services	229	Increase in Fees and Charges	AMBER	Cemetery and Crematorium not fully open
CCS	Wellbeing & Community Services	73	Increase in Fees and Charges	AMBER	Registrars income not as high as expected when Curve opened
CCS	Planning and Building Control	8	Increase in Fees and Charges	GREEN	
CCS	Public Protection	11	Increase in Fees and Charges	AMBER	Alternative plans being considered
CCS	Public Protection	2	Increase in Fees and Charges	AMBER	Alternative plans being considered
CCS	Public Protection	4	Increase in Fees and Charges	AMBER	Alternative plans being considered
CE	Professional Services	50	Reduction in budget lines across HR service area.	GREEN	
		1,781			
Wellbeing	Public Health	156	Review and reduction of Public Health Contracts	GREEN	
Wellbeing	Adult Social Care	44	Use of Telecare and Equipment to reduce Personal Budget Levels	GREEN	
Wellbeing	Adult Social Care	200	Continuing Health Care (transfer of funding responsibility from NHS)	GREEN	
Wellbeing	Adult Social Care	220	Re-assessments to reduce Personal Budget levels	GREEN	
Wellbeing	Adult Social Care	250	Housing related support review	GREEN	
Wellbeing	Adult Social Care	150	Voluntary sector strategy planned funding reduction	GREEN	
Wellbeing	Adult Social Care	300	Adult Social Care Restructure	GREEN	

Directorate	Service	Amount	Savings Item	RAG	Comments
Wellbeing	Adult Social Care	100	Extend use of supported living provision to support moderate to severe needs Mental Health Clients following successful Hope House project.	GREEN	
Wellbeing	Adult Social Care	30	Fees and charges increase for client contributions	GREEN	
		1,450			
RHR	Environmental Services (WASTE)	475	Amey 'profit' element in contract removed following new service provision in December 2017.	AMBER	Subject to the cost of providing the new service specification, and the new DLO/DSO operating costs.
RHR	Housing and Environment	50	Temporary Accommodation - Reduce staffing costs by transferring some of these to the subsidiary housing company	GREEN	
RHR	Housing and Environment	114	Home improvements- Income generation from fees	AMBER	
RHR	Housing and Environment	100	Savings from sourcing temporary accommodation through the activity of the subsidiary housing company.	AMBER	This may only be partly achieved this year due to the time needed for the new housing company (James Elliman Homes) to acquire suitable properties.
RHR	Housing and Environment	6	Home Improvements and Strategic Housing - Capitalisation	AMBER	
RHR	Finance & Audit	50	Increased Treasury Management Returns	GREEN	
RHR	Finance & Audit	165	Mortgages deposits being offered with rental (@4%). Assumed 20 then 75	AMBER	Will be made in an alternate way if the original plans are not implemented
RHR	Facilities	10	Additional income - Maximise Use of Office Space	GREEN	
RHR	Facilities	5	FM Contracts Review	GREEN	
RHR	Transport and Highways	524	Capitalisation of Highway Maintenance from D412 and D458	GREEN	
RHR	Transport and Highways	150	Replacement of council fleet and hire vehicles through capital investment (invest to save) resulting in reduced maintenance and reduced hire costs. Increase in charges for Community Transport hire charges for third party's as part of income generation.	GREEN	

Directorate	Service	Amount	Savings Item	RAG	Comments
RHR	Transport and Highways	250	Reduction in Revenue budget as a result of new street lighting contract including further energy savings, reduction in scouting and reduction in cleaning of lanterns.	GREEN	
RHR	Transport and Highways	100	Reduction in management costs for the current professional services contract.	GREEN	
RHR	Various	300	Creation of dedicated SUR Team and capitalise costs	AMBER	Not sure if this will fully be achieved
RHR	Transport and Highways	17	Increase in Fees and Charges	GREEN	
RHR	Asset Management	500	Additional income generated via the Strategic Acquisition Fund in 17/18	GREEN	
		2,816			
CLS	Cambridge Education Contract	350	Review of Cambridge Education Trust Budgets to reflect reduction in Mott MacDonald profit element	GREEN	Additional funds now proposed
		350			

RAG LEGEND	
GREEN	Delivered or on track to be delivered in full
AMBER	Partial delivery or likely to not be delivered in full
RED	Will not be implemented or likely to be not be implemented