

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 5th February 2018

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WARD(S): All

PORTFOLIO: Councillor Nazir, Lead Member for Corporate Finance & Housing

PART I **NON-KEY DECISION**

REVENUE FINANCIAL REPORT – 2017-18 (QUARTER 3)

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 budget virements as listed in paragraph 7 be approved, and
- c) That the write offs as requested in paragraph 8 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 **£104.899m** this compares with a net budget for the council of **£103.548m**. This represents a budget pressure of **£1.351m**. However, there are planned in year savings of **£0.699m** that are still expected to be achieved, which will result in a net overspend and budget pressure of **£0.651m**. This is **£0.638m** less than last month and is summarised in the table below and full details are shown in Appendix A.

SUMMARY - FORECAST (YEAR END) POSITION						
Directorate	Net Current Budget	Projected Outturn	Planned In Year Savings	Variance	Last Month Variance	Change Since Last Month
	£'M	£'M	£'M	£'M	£'M	£'M
Adults & Communities	36.957	37.906	-0.699	0.250	0.357	-0.107
Children Learning & Skills	28.981	29.335	0.000	0.354	0.354	0.000
Place & Development	21.578	21.864	0.000	0.285	0.197	0.088
Finance & Resources	16.032	15.794	0.000	-0.238	0.381	-0.619
Total General Fund	103.548	104.899	-0.699	0.651	1.289	-0.638
% of revenue budget over/(under) spent				0.63%	1.25%	

5.1.2 Since last month the position has improved by **£0.638m**. This is due to the following reasons:

- a) **Additional Savings - £107k** within the Adult and Communities Directorate to offset the income shortfall on the Cemeteries & Crematorium and Registrars services.

- b) **Contract Renegotiation - £350k** – The Place and Development Directorate now expects a saving resulting from the expected renegotiation of contracts.
- c) **One off income - £252k** – Further expenditure has been identified within the Finance & Resources Directorate as being eligible for funding from one off sources.

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

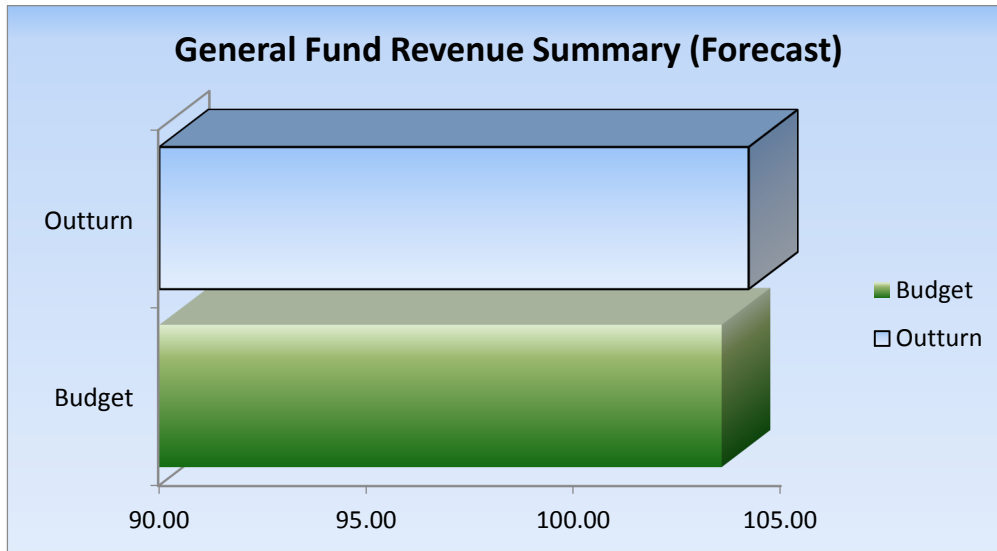
- a) **Children & Learning Skills Directorate** – This service is forecasting an overspend of **£354k** mainly due to a significant budget pressure on the Transport budget for SEND children. This is due to an increasing number of children being eligible for this service. There is also a one off budget pressure of **£140k** relating to historic commitments for Children Services prior to the formation of Slough Children Services Trust.
- b) **Place & Development** – There is an overspend of **£285k** mainly as a result of budget pressures totalling **£0.494m** in Temporary Accommodation and Homelessness owing to a sharp increase in the number of people becoming eligible for statutory housing.
- c) **Adult & Communities** – is expected to overspend by **£250k** as a result of the income shortfall in Cemeteries & Crematorium and the Registrar 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 **£0.699m** for the Adult and Communities Directorate and the latest review of these actions shows the Directorate is on track to deliver these plans in full. If achieved, this will reduce the overspend for this Directorate to **£250k** however, the service is continuing to examine all possible measures to reduce the overspend even further.
- b) There are plans to secure a one off saving of **£350k** from contract revaluations. This will be used to reduce the forecast budget pressure in the Place & Development Directorate. Managers are however, continuing to explore all options to reduce the remaining overspend.

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

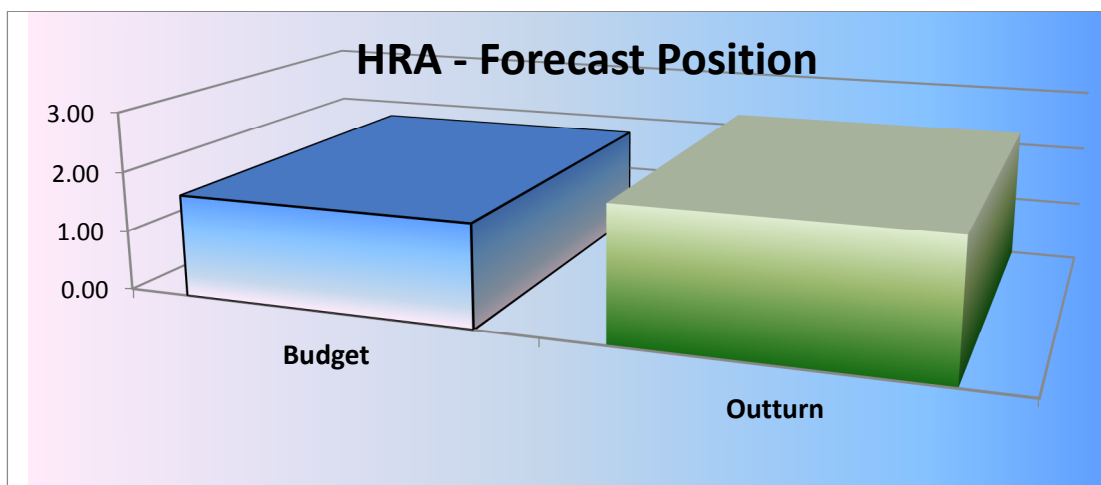


5.2 HOUSING REVENUE ACCOUNT (HRA)

5.2.1 The HRA is budgeted to spend **£38.2m** in 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.

5.2.2 Based on actual expenditure incurred and income received so far plus planned commitments and further income expected, the HRA is forecasting a overspend of **£0.500m** due to additional commitments on Housing Repairs. Full details are given in paragraph 6.6 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	38.719	0.500
HRA Income	-36.517	-36.517	0.000
HRA Outturn Position (as at Year End)	1.702	2.202	0.500



5.2.3 Management Actions

There are no management action required for this service area as the budget is currently forecast to overspend but this will be carried forward to the next financial year.

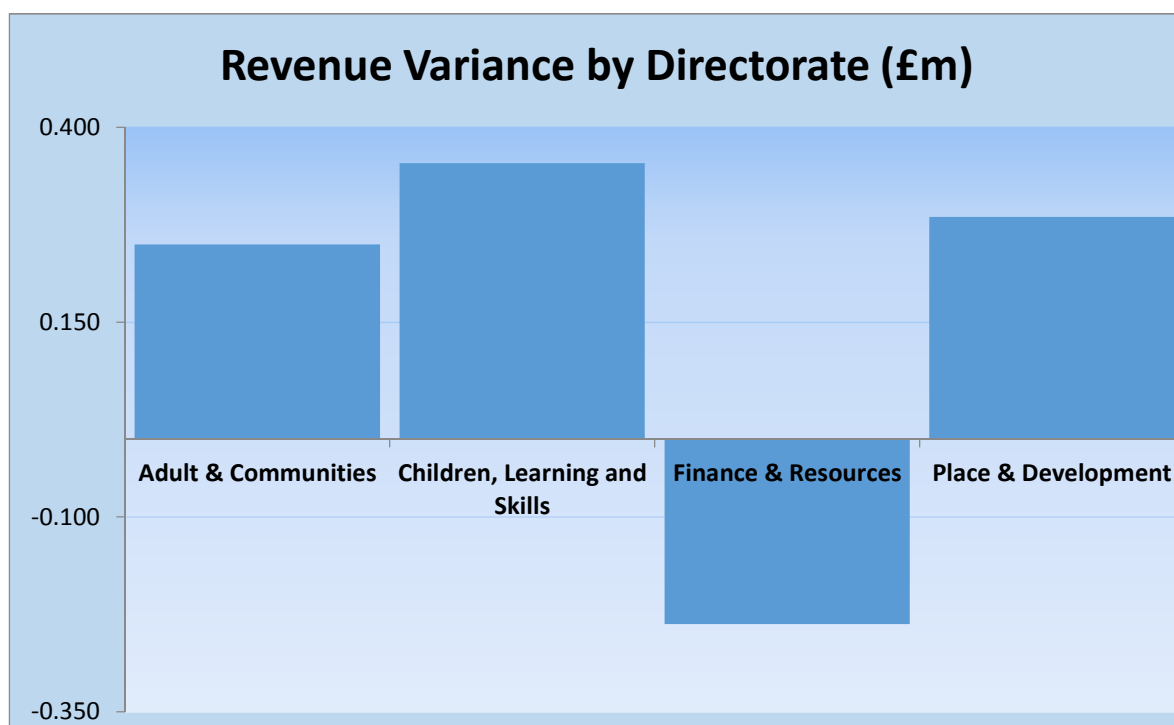
EXECUTIVE REPORT

6 General Fund Revenue Expenditure

6.1.1 **Outturn by Directorate**

The year-end forecast indicates that there will be an overspend of **£0.621m** (0.63%) of the revenue budget. These are for the three Directorates: Children Learning & Skills (**£0.354m**), Place & Development (**£0.285m**) and Adult & Community Services (**£0.250m**). 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 **ADULTS & COMMUNITIES**

6.2.1 This area now includes the services of Enforcement & Regulation, Wellbeing & Community as well as Community and Skills following the recent corporate restructure. The new Directorate has an underlying budget pressure of **£0.949m**.

6.2.2 This is 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 the resulting fall in activity. However, with planned savings of **£0.699m** still expected to be achieved, the forecast year end position is for a budget pressure of **£0.250m**. This is an improvement of over **£100k** and is in addition to the planned savings of **£0.699k** still expected to be delivered this year. Service Leads are continuing to explore all avenues to reduce the deficit further still.

A summary of the Directorate's budget position is shown below

Directorate	Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance	Last Month Variance	Change
	£'M			£'M	£'M	£'M
Adult Social Care	31.935	32.634	-0.699	0.000	0.000	0.000
Public Health	-0.612	-0.612	0.000	0.000	0.000	0.000
Enforcement & Regulation	0.195	0.787	0.000	0.592	0.645	-0.053
Wellbeing & Community	3.654	3.612	0.000	-0.042	-0.019	-0.023
Community and Skills	1.785	1.485	0.000	-0.300	-0.269	-0.031
TOTAL	36.957	37.906	-0.699	0.250	0.357	-0.107

6.2.3 Management Action

The Directorate has a variety of in year saving initiatives to address the underlying forecast budget pressure. Over the past month over **£200k** in additional savings was achieved and a total of over **£500k** since the start of the year. These plans are reviewed in depth monthly and current indications are that the remaining savings are on track to be delivered in full by the end of the year. A further review of planned commitments will take place to ensure that only essential and committed expenditure is incurred for the remainder of the year so that the remaining budget pressure is minimised as much as possible.

6.3 CHILDREN, LEARNING & SKILLS (CLS)

6.3.1 This Directorate is forecasting a budget pressure of **£354k** this is unchanged from last month. This latest position is summarised in the table below.

Service	Full Year Budget	Projected Outturn	Full Year Variance	Last Month Variance	Change
	£'M	£'M	£'M	£'M	£'M
CLS Directorate	0.929	0.917	-0.012	-0.012	0.000
SCST	24.065	24.205	0.140	0.140	0.000
Early Years and Development	1.258	1.239	-0.019	-0.019	0.000
Access and Inclusion	1.956	2.350	0.394	0.394	0.000
Education Str'n'ds & Inclusive Learning	0.665	0.516	-0.149	-0.149	0.000
SEND	0.444	0.444	0.000	0.000	0.000
Sub Total	29.316	29.670	0.354	0.354	0.000
Schools	-0.336	-0.336	0.000	0.000	0.000
TOTAL	28.981	29.335	0.354	0.354	0.000

6.3.2 The main reason for the overall overspend is in the Access & Inclusion Service which is expected to overspend by **£394k**. This is due to an overspend on the Transport budget for SEND children. This budget pressure has steadily worsened all year. There is also a budget pressure of **£140k** relating to historic commitments for Children Services prior to SCST.

6.3.3 Management Action

The Education Finance Team and the service are part way through a review of the overall budget. It is expected that this current overspend will ultimately be contained using one off resources.

6.4 PLACE & DEVELOPMENT

- 6.4.1 This new Directorate has a forecast overspend of **£0.285m** – an increase of **£88k** from last month. The movement is the result of two adjustments to existing variances. A total of **£440k** of the saving on the Asset, Infrastructure & Regeneration (AIR) service area has been transferred to offset the budget pressure on the on Strategic Management budget of the former RHR Directorate.
- 6.4.2 At the same time a one off saving expected from contract revaluations is expected to yield additional revenue of approximately **£350k**. This has been used to reduce the budget pressure on the Housing Service. The latest position is shown in the table below.

Directorate	Full Year Budget	Projected Outturn	Full Year Variance	Last Month Variance	Change
Environment Services	12.326	12.726	0.400	0.400	0.000
Strategic Housing	1.017	1.511	0.494	0.844	-0.350
Neighbourhood Services	1.039	1.039	0.000	0.000	0.000
Assets, Infrastructure & Regeneration	7.197	6.588	-0.609	-1.047	0.438
TOTAL	21.578	21.864	0.285	0.197	0.088

- 6.4.3 The reason for the remaining budget pressure is follows:

Environmental Service

The latest forecast is a pressure of **£400k** – for the following reasons: the 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. This budget pressure is unchanged from last month.

Housing Services

This service is facing a budget pressures totalling **£0.844m** in the areas of Temporary Accommodation and Homelessness (which are forecast to overspend by **£0.622m**) and Home Improvements (is expected to exceed its budget by **£0.222m**). Whilst the underlying picture is unchanged, this has now been offset by the one off income expected from contract negotiations which is expected to save **£0.350m** resulting in a revised budget pressure of **£0.494m**.

Asset, Infrastructure & Regeneration (AIR)

The budget pressures on the Environmental and Housing services are offset by a surplus income savings of **£609k** from capital investments within the AIR service.

- 6.4.4 **Management Action**

The contract revaluation is expected to yield **£350k** and this will reduce the underlying budget pressure. Further measures are needed if the Directorate to reduce the remaining pressure of **£0.285k**.

6.5 FINANCE & RESOURCES

6.5.1 This new Directorate is forecasting a budget saving of **£0.238m**. This is **£0.619m** less than previously reported due to transfer to **£440k** of the savings in the AIR service to cover unachieved savings in the Strategic Management service area of the former RHR Directorate. In addition, qualifying expenditure totalling **£252k** within the Contracts, Commissioning & Procurement service will now be covered by one off funding receipts.

6.5.2 The current summary for this Directorate is shown in the table below.

Directorate	Full Year Budget	Projected Outturn	Full Year Variance	Last Month Variance	Change
	£'M	£'M	£'M	£'M	£'M
Strategic Management	-0.141	-0.141	0.000	0.440	-0.440
Corporate Resources	2.088	2.153	0.065	0.000	0.065
Corporate & Member Services	1.300	1.290	-0.010	-0.010	0.000
Communications	0.228	0.228	0.000	0.000	0.000
Strategy & Engagement	0.858	0.827	-0.031	-0.048	0.017
Organisation Development & HR	1.242	1.242	0.000	0.000	0.000
Planning and Building Control	0.567	0.554	-0.013	-0.013	0.000
Improvement and Development	0.398	0.341	-0.057	-0.057	0.000
Transactional Services	8.379	8.601	0.222	0.230	-0.008
Chief Executive Office	0.338	0.268	-0.070	-0.070	0.000
Corporate & Departmental	-0.139	-0.482	-0.343	-0.343	0.000
Contracts, Commissioning & Procurement	0.914	0.914	0.000	0.252	-0.252
TOTAL	16.032	15.794	-0.238	0.381	-0.619

6.5.3 The main budget variances are the following:

Transactional Services

The arvarto contract (Phase 1) is expected to overspend by **£222k** 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 arvarto transactional charges which has not proved possible to achieve to-date.

Corporate Resources

Corporate Resources has a budget pressure of **£65k** this is the result of a shortfall in recharged income.

6.5.4 Management Action

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

6.6 HOUSING REVENUE ACCOUNT (HRA)

- 6.6.1 The HRA is budgeted to spend **£38.219m** this financial year and with budgeted income of **£36.517m** expected, a plan was for a net budget for the HRA of **£1.702m**. This deficit is to be made up by a transfer from the Housing Development Fund.
- 6.6.2 The latest forecast is for the HRA is to spend **£2.202m** more than budgeted and **£0.500m** more than originally planned due to an increase in the estimated commitments for Housing Repairs.
- 6.6.3 The Housing Development Fund will make a planned contribution of **£1.7m** towards this shortfall leaving expected year end variance of **£500k**. As this is a ringfenced account it will be carried forward within the HRA into the next financial year. 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	38,719	500
<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>Arears & 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>9,000</i>	<i>500</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	2,202	500

6.7 SAVINGS SUMMARY

6.7.1 The Council committed to service area savings of **£6.398m** at the start of the year. The latest review of all savings shows that **£4.731m (73.9%)** is assessed as “*Green*” meaning the saving is either already fully achieved or will *definitely* be achieved by the end of the financial year.

6.7.2 A further **£1.657m (25.9%)** is assessed as “*Amber*” meaning it is not possible yet to determine that the saving will be fully achieved, in total. However, of these “*Amber*” rated initiatives it is known that, **£354k** is already saved or is expected to be saved by the end of the financial year and efforts are continuing to deliver the remaining **£1,303k**. Finally, only **£10k (0.2%)** has been deemed to be unachievable. The Service will seek to absorb this saving within existing budgets.

RAG SAVINGS SUMMARY					
RAG Status	Already Saved	Not Yet Saved	Will Not be Saved	TOTAL	%age
GREEN	4,731			4,731	73.9%
AMBER	354	1,303		1,657	25.9%
RED			10	10	0.2%
TOTAL	5,085	1,303	10	6,398	100%
%age	79.5%	20.4%	0.2%	100%	

6.7.3 When analysed by Directorate, Wellbeing, Children, Learning and Skills and Chief Executive Services are expected to deliver their savings in full in this financial year. However CCS and RHR are currently forecast to deliver 78% and 87% respectively. Both Directorates are still making efforts to deliver the remaining saving with the exception of CCS where it has been agreed that savings totalling £10k will not be delivered. This is summarised in the table below.

SAVINGS SUMMARY BY DIRECTORATE					
Directorate	Savings Agreed	Amount Saved	Slippage	%age	Comments
CCS	1,782	844	938	47	£10k will not be achieved
CE	50	50	0	100	All savings achieved
Wellbeing	1,450	1,450	0	100	All savings achieved
RHR	2,816	2,441	375	87	£365k is still to be achieved
CLS	350	350	0	100	All savings achieved
TOTAL	6,398	5,085	1,313	87%	£793k is still to be achieved

Full details are shown in Appendix B.

7 Virements

7.1 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 £	Agresso Reference	Reason for Virement
Children Learning & Skills	380,630	SCS1718BUD0079	To re-establish the SEND budget within the ledger following its transfer back to the Council from the SCST
Children Learning & Skills	2,798,000	SCS1718BUD0057	To realign the budgets for Haybrook & Littledown Budget
Children Learning & Skills	977,000	SCS1718BUD0088	To adjust the budget for Pupil Premium, and 6th Form Funding following revised allocations from the DfE.
Place and Development	2,506,100	PL-206	To restructure the income budgets so that they better reflect current estimates, service structure and directorate responsibility.
Place and Development	263,000	PL-268	To correct align the budget for Corporate repairs budget from Properties Services to Facilities management

8 Write Offs

8.1 Write offs totalling **£436,050.81** have been agreed over the past 3 months. 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	Sundry Debtors	Total
	£	£	£	£	£
Unable to trace / Absconded	84,733.96	6,326.29	6,519.73	2,507.18	100,087.16
Vulnerable persons			49.08		49.08
Deceased			23,903.69	62,869.08	86,772.77
Statute Barred/Unable to Enforce		27,334.71		-16,411.70	10,923.01
Instruction from SBC				8,383.65	8,383.65
Dissolved/Proposal to Strike/ Liquidation / Receivership	211,788.37				211,788.37
Uneconomical to pursue		0.01	934.08	8,805.80	9,739.89
Credit Balances			8,306.88		8,306.88
Sub Total	296,522.33	33,661.01	39,713.46	66,154.01	436,050.81
Pre April 2012		24,983.98	8,306.88	-16,036.11	17,254.75
Post April 2012	296,522.33	8,677.03	31,406.58	82,190.12	418,796.06
Total	296,522.33	33,661.01	39,713.46	66,154.01	436,050.81

9 Conclusion

- 9.1 The General Fund revenue position for the Council is forecasting an overspend of **£0.651m**.
- 9.2 The forecast for the Council's Housing Revenue Account (HRA) is forecasting an overspend of **£0.500m** which will be carried forward to the next financial year.

10 Appendices Attached

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

11 Background Papers

- '1' - Supporting working papers held in finance

Appendix A
2017/18 – Period 9

Directorate	Revised Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance	Last Month Variance	Change
	£'M			£'M	£'M	£'M
<u>Adults & Communities</u>						
Adult Social Care	31.935	32.634	-0.699	0.000	0.000	0.000
Public Health	-0.612	-0.612	0.000	0.000	0.000	0.000
Enforcement and Regulation	0.195	0.787	0.000	0.592	0.645	-0.053
Wellbeing & Community	3.654	3.612	0.000	-0.042	-0.019	-0.023
Community and Skills	1.785	1.485	0.000	-0.300	-0.269	-0.031
Directorate Total	36.957	37.906	-0.699	0.250	0.357	-0.107
<u>Children Learning & Skills</u>						
CLS - Directorate	0.929	0.917	0.000	-0.012	-0.012	0.000
SCST	24.065	24.205	0.000	0.140	0.140	0.000
Early Years and Development	1.258	1.239	0.000	-0.019	-0.019	0.000
Access and Inclusion	1.956	2.350	0.000	0.394	0.394	0.000
Education Standards & Inclusive	0.665	0.516	0.000	-0.149	-0.149	0.000
SEN	0.444	0.444	0.000	0.000	0.000	0.000
Sub Total	29.316	29.670	0.000	0.354	0.354	0.000
Schools (DSG)	-0.336	-0.336	0.000	0.000	0.000	0.000
Directorate Total	28.981	29.335	0.000	0.354	0.354	0.000
<u>Place & Development</u>						
Environment Services	12.326	12.726	0.000	0.400	0.400	0.000
Strategic Housing	1.017	1.511	0.000	0.494	0.844	-0.350
Neighbourhood Services	1.039	1.039	0.000	0.000	0.000	0.000
Assets, Infrastructure and Regeneration	7.197	6.588	0.000	-0.609	-1.047	0.438
Directorate Total	21.578	21.864	0.000	0.285	0.197	0.088
<u>Finance & Resources</u>						
Strategic Management	-0.141	-0.141	0.000	0.000	0.440	-0.440
Corporate Resources	2.088	2.153	0.000	0.065	0.000	0.065
Corporate & Member Services	1.300	1.290	0.000	-0.010	-0.010	0.000
Communications	0.228	0.228	0.000	0.000	0.000	0.000
Strategy & Engagement	0.858	0.827	0.000	-0.031	-0.048	0.017
Organisation Development & HR	1.242	1.242	0.000	0.000	0.000	0.000
Planning and Building Control	0.567	0.554	0.000	-0.013	-0.013	0.000
Improvement and Development	0.398	0.341	0.000	-0.057	-0.057	0.000
Transactional Services	8.379	8.601	0.000	0.222	0.230	-0.008
Chief Executive Office	0.338	0.268	0.000	-0.070	-0.070	0.000
Corporate & Departmental	-0.139	-0.482	0.000	-0.343	-0.343	0.000
Contracts, Commissioning & Procurement	0.914	0.914	0.000	0.000	0.252	-0.252
Directorate Total	16.032	15.794	0.000	-0.238	0.381	-0.619
Total General Fund	103.548	104.899	-0.699	0.651	1.289	-0.638

% of revenue budget over/(under)

0.63%

APPENDIX B

SAVINGS SUMMARY - 2017/18

Directorate	Service	Amount Agreed	Amount Saved	Slippage	Savings Item	RAG	Comments
CCS	Learning and Community Services	25	25	0	Expansion of Apprenticeship Scheme attracting additional SFA funding.	GREEN	
CCS	Learning and Community Services	10	10	0	Adult learning and skills - reduction in data and performance information	GREEN	
CCS	Public Protection	10	0	10	Additional Income from the switch of alarm monitoring	RED	CCTV not compliant to alarm reception centre
CCS	Public Protection	30	30	0	Re-commissioning Domestic Abuse Contract	GREEN	
CCS	Public Protection	10	10	0	Increase in income	GREEN	
CCS	Planning and Building Control	11	11	0	Extra additional income from pre-application and increased planning application	GREEN	
CCS	Planning and Building Control	4	4	0	Reducing specialist consultancy support	GREEN	
CCS	Public Protection	5	5	0	Partnership with approved trader scheme	GREEN	
CCS	Planning and Building Control	3	3	0	Re-negotiate landfill monitoring contract	GREEN	
CCS	Learning and Community Services	104	104	0	Reduction in overhead costs following the library service being brought "in house".	GREEN	
CCS	Wellbeing & Community Services	25	25	0	Community & Skills restructure 2015/16 – removal of service transition budgets	GREEN	
CCS	Contracts, Commissioning & Procurement	50	50	0	Reduction in budget lines across Procurement Team service area.	GREEN	
CCS	Learning and Community Services	780	0	780	Libraries' Contract Overpayment (one-off)	AMBER	Service still confident the full amount will be received

Directorate	Service	Amount	Amount Saved	Slippage	Savings Item	RAG	Comments
CCS	Legal	300	300	0	Increase internal legal capacity to reduce spend on external legal advice	GREEN	Met for this year only using one off resources
CCS	Planning and Building Control	35	35	0	Expected compensating savings following introduction of the fleet of electric vehicles (growth bid included)	GREEN	
CCS	Wellbeing & Community Services	2	2	0	Increase in Fees and Charges	GREEN	
CCS	Learning and Community Services	1	1	0	Increase in Fees and Charges	GREEN	
CCS	Wellbeing & Community Services	229	129	100	Increase in Fees and Charges	AMBER	Cemetery and Crematorium not fully open. Some alternative savings found, more being sought
CCS	Wellbeing & Community Services	73	25	48	Increase in Fees and Charges	AMBER	Registrars income less than expected when Curve opened; Some alternative savings found, more sought
CCS	Planning and Building Control	8	8	0	Increase in Fees and Charges	GREEN	
CCS	Public Protection	11	11	0	Increase in Fees and Charges	GREEN	
CCS	Public Protection	2	2	0	Increase in Fees and Charges	GREEN	
CCS	Public Protection	4	4	0	Increase in Fees and Charges	GREEN	
CE	Professional Services	50	50	0	Reduction in budget lines across HR service area.	GREEN	
		1,782	844	938			

Directorate	Service	Amount	Amount Saved	Slippage	Savings Item	RAG	Comments
Wellbeing	Public Health	156	156	0	Review and reduction of Public Health Contracts	GREEN	
Wellbeing	Adult Social Care	44	44	0	Use of Telecare and Equipment to reduce Personal Budget Levels	GREEN	
Wellbeing	Adult Social Care	200	200	0	Continuing Health Care (transfer of funding responsibility from NHS)	GREEN	
Wellbeing	Adult Social Care	220	220	0	Re-assessments to reduce Personal Budget levels	GREEN	
Wellbeing	Adult Social Care	250	250	0	Housing related support review	GREEN	
Wellbeing	Adult Social Care	150	150	0	Voluntary sector strategy planned funding reduction	GREEN	
Wellbeing	Adult Social Care	300	300	0	Adult Social Care Restructure	GREEN	
Wellbeing	Adult Social Care	100	100	0	Extend use of supported living provision to support moderate to severe needs Mental Health Clients following succesful Hope House project.	GREEN	
Wellbeing	Adult Social Care	30	30	0	Fees and charges increase for client contributions	GREEN	
		1,450	1,450	0			

Directorate	Service	Amount	Amount Saved	Slippage	Savings Item	RAG	Comments
RHR	Environmental Services (WASTE)	475	150	325	Amey 'profit' element in contract removed following new service provision in December 2017.	AMBER	Full savings will depend on the cost of new service specification & the new DLO/DSO operating costs.
RHR	Housing and Environment	50	50	0	Temporary Accommodation - Reduce staffing costs by transferring some of these to the subsidiary housing company	GREEN	
RHR	Housing and Environment	114	114	0	Home improvements- Income generation from fees	GREEN	
RHR	Housing and Environment	100	50	50	Savings from sourcing temporary accommodation through the activity of the subsidiary housing company.	AMBER	May be partly achieved due to the time needed for the new housing company to acquire suitable properties.
RHR	Housing and Environment	6	6	0	Home Improvements and Strategic Housing - Capitalisation	GREEN	
RHR	Finance & Audit	50	50	0	Increased Treasury Management Returns	GREEN	
RHR	Finance & Audit	165	165	0	Mortgages deposits being offered with rental	GREEN	Other savings found
RHR	Facilities	10	10	0	Maximise Use of Office Space	GREEN	
RHR	Facilities	5	5	0	FM Contracts Review	GREEN	
RHR	Transport and Highways	524	524	0	Capitalisation of Highway Maintenance	GREEN	
RHR	Transport and Highways	150	150	0	a) Replace council fleet & hire vehicles resulting in reduced maintenance & hire costs. b) Increase charges for Community Transport	GREEN	

Directorate	Service	Amount	Amount Saved	Slippage	Savings Item	RAG	Comments
RHR	Transport and Highways	250	250	0	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	110	-10	Reduction in management costs for the current professional services contract.	GREEN	
RHR	Various	300	300	0	Creation of dedicated SUR Team and capitalise costs	GREEN	Slippage on the original proposal but alternatives found to the full value
RHR	Transport and Highways	17	17	0	Increase in Fees and Charges	GREEN	
RHR	Asset Management	500	500	0	Additional income generated via the Strategic Acquisition Fund in 17/18	GREEN	
		2,816	2,451	365			

Directorate	Service	Amount	Amount Saved	Slippage	Savings Item	RAG	Comments
CLS	Cambridge Education Contract	350	350	0	Review of Cambridge Education Trust Budgets to reflect reduction in Mott MacDonald profit element	GREEN	Saving now covered by from internal resources
		350	350	0			