

MUNICIPAL YEAR 2018/2019 REPORT NO. 105

MEETING TITLE AND DATE:

Cabinet
14 November 2018

REPORT OF:

Executive Director of
Resources
Director of Finance

Agenda – Part: 1

Item: 4

Subject: Revenue Monitoring 2018/19:
Quarter 2 (September 2018)

Wards: ALL

Key Decision No: 4765

Cabinet Member Consulted: Cllr Mary
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1. EXECUTIVE SUMMARY

1.1 This report sets out the Council's revenue budget monitoring position based on information to the end of September 2018.

1.2 After the application of capital receipts for transformation purposes of £4.2m; the revenue budget forecast reflects an outturn position of £8.9m overspend for 2018/19 which will be funded using the Council's reserves. This reflects a minor improvement on the £9.2m overspend reported as at the Quarter 1 position in July.

1.3 Since 2010, the Council has saved £161m; for 2018-19 a further £8m savings were agreed and £1m on income and £9m savings agreed from prior years. As time has progressed delivering these savings and additional income generation year on year continues to be challenging. Subject to substitute savings and management action being taken, prior year savings totalling £5.4m and current year savings totalling £5.1m have been identified as being at risk of delivery.

2. RECOMMENDATIONS

Cabinet is recommended to note:

- 2.1 The financial backdrop to the Council's budget position (described in paragraphs 3.1 to 3.9).
- 2.2 The £8.9m overspend revenue outturn projection and the use of £4.2m of capital receipts to support organisation transformation.
- 2.2 That Cabinet Members will continue to work with Executive Directors to implement action plans to reduce the forecast overspend in 2018/19 and implement savings.

3. BACKGROUND

- 3.1. On 21 February 2018, the Council's 2018/19 budget was set by full Council. This budget was set in the challenging context of a reduction in core funding of £6m in 2018/19; following funding reductions of £87m since 2010.
- 3.2. New savings of £7.8m were agreed for 2018/19 and income generation of £0.8m. Savings and income agreed from previous years totalled £9.4m, of which £7.5m relates to savings and £1.9m relating to income.
- 3.3. Enfield, reflecting the national picture, continues to experience rising cost pressures from Temporary Accommodation, SEN transport, families with no recourse to public funds, and cost and demographic pressures in social care. The adult social care precept and flexible homelessness grant have contributed in part to relieving these cost pressures. There was been no financial recognition nationally of the cost pressures within children's services.
- 3.4. Since 2013/14, Enfield has continued to lobby for fairer funding, with the current transitional arrangements resulting in a £11.6m embedded reduction in funding. The impact of the new funding arrangements due to be implemented in 2020/21 will not be known until Autumn 2019, creating further funding uncertainties for all councils.
- 3.5. 2018/19 is the pilot first year of the London Business Rates Pool. The financial benefit of this arrangement, in the form of a one-off payment of £4m due to additional business rates income, will not be confirmed until September 2019. Planned commitments of £1.8m from this funding were initially agreed at Council on 21 February 2018; this will need to be considered as part of the overall future budget position. It is pleasing to report that Enfield's bid from the Strategic Investment Pool was agreed. Enfield submitted a joint bid with Waltham Forest and Haringey for investment in the Productive Valley project, and the Local London Partnership submitted a bid for investment in digital infrastructure. Subject to consultation with the boroughs and the GLA, both bids have been successful in winning funding. A key element of the Productive Valley bid is to create a Valley-wide fund that is accessible to businesses seeking to invest in the improvement and intensification of their sites and premises or in new equipment to enable their next phase of growth. The bid has been allocated £3m.
- 3.6. Local authority financial management has become headline news over the last few months (Northants, and more recently Somerset and East Sussex County Council). In the context of economic situation and the cumulative impact of the sustained funding reductions since 2010, balancing councils budget remains a significant challenge.

- 3.7. As reported to Cabinet on 25 July 2018, the Council services overspent by £2.9m offset by underspends in corporate; capital receipts of £6.7m were utilised. During 2017/18 the council's risk reserves increased in the main due to corporate item underspends in Minimum Revenue Provision and interest.
- 3.8. In this context, managing the Council's budget position is a high-risk priority for the Council. The Council's revenue expenditure against budget is monitored by regular reports to the Executive Management Team and Cabinet. These reports provide a snapshot of the revenue position and savings implementation for each Department and for the Council and provide details of any projected additional budget pressures and risks, or any significant underspends.
- 3.9. This report provides information on the main budget variances and their causes that are affecting the Council across all departments. Although a full budget monitor is carried out each month, variations in this report are limited to +/- variances of £50,000 or over to provide a greater strategic focus.
- 3.10. The next report to Cabinet will be the Quarter 3 Revenue Monitoring report which will provide a further update on the forecast position, this will also include an update forecast on the Council's reserves.
- 3.11. On the 17th October 2018, additional monies for Adult Social Care winter pressures was announced and Enfield has been allocated £1.299m (see paragraph 5.2 for detail).
- 3.12. The November cabinet includes two papers with revenue implications – "Children's Social Care Demand and Pressures" and "Variation to the co-managed procurement and commissioning hub contract". The impact of these has been included within this report.

4.0 September 2018 Monitoring – General Fund

- 4.1 Each of the departments has generated a list of the variances which are contributing to the projected outturn figures. Cabinet Members and Executive Directors are expected to manage their budgets in year and contain any forecast overspends by implementing offsetting savings measures. All Executive Directors reporting overspends are working on mitigating actions for the current year and where pressures are ongoing these are also being worked up as part of the MTFP.
- 4.2 The forecast budget overspend is £8.9m (in Quarter 1 the forecast was £9.2m); after the application of £4.2m capital receipts. Below is a summary of the projected outturn variances broken down between departments:

Table 1: Forecast Projected Departmental Outturn Variances

| | Original Budget | Approved Changes | Approved Budget | Projected Outturn | July variation (Gross) | September variation (Gross) | Change in Variation | Flexible use of Capital Receipts (UCR) | September variation (Net of UCR) |
|---------------------------------|-----------------|------------------|-----------------|-------------------|------------------------|-----------------------------|---------------------|--|----------------------------------|
| Department | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s |
| Chief Executive | 7,153 | 884 | 8,037 | 8,074 | 176 | 37 | (139) | 0 | 37 |
| People | 105,976 | 6,158 | 112,134 | 120,467 | 8,437 | 8,333 | (104) | (390) | 7,943 |
| Place | 17,635 | 2,575 | 20,210 | 23,600 | 3,244 | 3,390 | 146 | (182) | 3,208 |
| Resources | 52,677 | (5,479) | 47,198 | 54,146 | 8,729 | 8,648 | (81) | (3,640) | 5,008 |
| Total Department Budgets | 183,441 | 4,138 | 187,579 | 206,287 | 18,886 | 18,708 | (178) | (4,212) | 16,196 |
| Contribution from reserves | 0 | 0 | 0 | (300) | (300) | (300) | 0 | 0 | (300) |
| Corporate Items | 43,420 | (6,038) | 37,382 | 33,242 | (4,140) | (4,140) | 0 | 0 | (4,140) |
| Corporate Contingency | 1,000 | 1,900 | 2,900 | 0 | (2,900) | (2,900) | 0 | 0 | (2,900) |
| Government Funding | (106,782) | 0 | (106,782) | (106,782) | 0 | 0 | 0 | 0 | 0 |
| Council Tax Requirement | 121,079 | 0 | 121,079 | 132,447 | 11,546 | 11,368 | (178) | (4,212) | 8,856 |

() is an underspend

4.3 Management actions are ongoing to continue to address these budget pressures. In addition, a review of corporate items has been undertaken which has identified potential contributions towards the departmental overspends and improve the budget position further.

4.4 Management action taken to reduce costs include: additional scrutiny on any agency arrangements, review of all outsourcing arrangements, implementation of the review of management structures previously agreed as part of the Enfield 2017 workstreams and where appropriate vacant posts are being held in advance of future restructures. In addition, a Pressures Challenge Board has been established (see 4.9 below).

4.5 The overspend has been driven by the following key factors:

- £6.210m savings and £4.255m income generation at high risk of being unrealisable (Appendix G, Table 6), due to change of circumstances or optimism bias in terms of the level or speed of delivery and £9.960m of these items relate to decisions taken in financial years prior to the 2018/19 budget setting process (Appendix G, Table 5).
- ongoing budget pressures previously identified in 2017/18 in SEN Transport, No Recourse to Public Funds and Housing Related Support.

A service by service detailed analysis of this can be seen in section 5 appendices B to F.

It should be noted that the whole Council overspend of £8.9m does not take into account the new Winter Funding money that has been recently announced by the Department of Health & Social Care. Should there be existing cost pressures eligible to be funded from the Winter Funding money, subject to the consultation with CCG, this will reduce the overspend in Adult Social Care.

4.6 The forecast variance at the year-end will need to be met from a contribution from the Council's general balances, though it is intended to keep this as low as possible.

4.8 This report provides further information on the budget position as follows:

- Summary narrative for each service area supported by Appendices B to F providing additional data
- Monitoring information on the progress towards meeting agreed savings and income generation agreed
- Update on DSG and HRA
- The financial management key performance indicators set out in appendix A.

4.9 Pressures Challenge Board

4.10 A Pressures Challenge Board has been established to review the top 12 highest pressures forecast in the quarter 1 monitoring report. The Board consists of the Chief Executive and two independent Executive Directors depending on the area being challenged, along with the Directors of Finance and Head of Budget Challenge. The purpose of the sessions is to identify any further solutions to reduce the overspend in 2018/19 but also to identify whether there will be an on-going pressures that will need to be taken in to account in the 2019/20 budget setting process. By the time of the Cabinet meeting all the sessions will have been completed with actions and timescales identified. The quarter 3 report will provide an update on the progress of the outcomes from these challenge sessions.

4.11 Chancellor's Budget 29 October 2018

4.12 The Chancellor's 2018 Budget announced on 29 October confirmed the additional one-off funding of £240m for Adults Social Care (ASC) in 2018/19, of which Enfield's share will be approximately £1.3m. This is not currently reflected in the forecast outturn figures included in this report. A similar one-off sum will be received in 2019/20 for ASC. In addition, a further £410m will be made available nationally to support

both adult and children's social care in 2019/20. Further details are awaited on how this will be distributed but it is estimated that Enfield's share could be in the region of £3.5m. Other measures announced included small business retail relief for retail businesses with an RV less than £51,000 for two years. It is estimated that in the region of 1,100 retailers in the Borough could benefit from this, and the Council will be fully compensated for the relief. However, it was a disappointment that known cost pressures have not been recognised in the announcements namely, homelessness funding pressures and schools' High Needs pressures. Whilst the budget committed to "putting social care on fairer and more sustainable footing" in the forthcoming ASC green paper, the date for publication was still not announced and there was no mention of any long-term plan for children's social care funding.

5. DEPARTMENTAL MONITORING INFORMATION – BUDGET PRESSURES & MITIGATING ACTIONS

5.1. Chief Executive's Department (Appendix B)

This department is reporting a minor overspend for September (budget of £8.0m) compared to the £0.2m overspend reported in July, details of which are provided in Appendix B.

5.2. People (Appendix C)

The department is forecasting a £8.3m overspend (budget of £112.1m).

Adult Social Care (ASC)

Of which £3.3m relates to Adult Social Care and has remained static over the last quarter. Although substantial savings have been made in year, the demand for services continues due to demographic pressures in the Learning Disabilities and Older People and people with Physical Disabilities (the customer pathway).

An Independent assessment was undertaken by the LGA and a range of areas were identified for the Council to consider. These are being worked through, however it was evident from the review that the department is providing cost effective services.

Savings: £4.7m savings achieved but £2.9m of savings are considered to be at high risk of delivery and form part of the pressure (of which £2.8m relates to prior years). A further £2.2m is considered to be amber risk of delivery but are assumed to be delivered within the forecast within this monitor. These will continue to be monitored during the year and any movement will be reported on in future updates.

The Department of Health has announced £240m of additional Winter funding for councils to spend on adult social care services to help alleviate winter pressures on the NHS, enabling patients to return home more quickly and freeing up hospital beds across England. The Government has made it clear that this money should be additional to current budgeted expenditure on adult social care. We will be closely monitoring delivery of additionality throughout winter. Enfield's share of this additional funding is £1.299m and will require consultation with the CCG to develop a plan for how it will be applied in practice and therefore it should be noted that the forecast £3.3m ASC overspend does not take yet take into account this additional funding.

Children's and Families

Children's and Families services are forecasting a £3.9m overspend. The most significant variance relates to £1.9m pressure relating to SEN Transport. Any savings achieved have helped stem the continued growth in expenditure. Demand in Special Guardianship Allowances continues to grow and despite allocating additional budget in 2018/19 the forecast still exceeds the budget available by £0.3m and an increase in demand for external child care placements has increased cost by a further £0.4m, though the impact is mitigated because of favorable forecast variances in the Section 17, adoption allowances and Youth Offending Unit budgets.

Savings: £1.0m have been achieved. However, unachievable savings of £0.7m attributed to generating additional income in the Schools traded services and the continued demand in No Recourse to Public Funds cases means a forecast overspend of £0.5m because savings included in the MTFP reflected the expectation that costs would decrease following management actions that were implemented.

Use of capital receipts: Included in the forecast is £0.4m relating to the Edge of Care transformation project which will commission a Family Breakdown prevention team to reduce the short and long-term costs of Looked After Children provision. It is proposed that the cost of this project is funded through the Flexible Use of Capital Receipts.

Children's Social Care are on a trajectory of continuous improvement with strong stable leadership in place. Services for looked after children, care leavers, fostering and adoption are good.

Following a recent focused visit on 25th and 26th September 2018, Ofsted found that there had been considerable progress in

many areas of practice, the changes to the SPOE and early help services have significantly improved the quality and timeliness of responses to most children in need. They specifically highlighted the Change and Challenge Service, Parent Support Service, Joint Service for Disabled Children and Child Sexual Exploitation Team as making a real difference to children and their parents.

The inspectors who carried out the focused visit identified weaknesses that were confined to one service area, the Referral and Assessment Service, where the high volume of work is unsustainable, impacting on the quality and timeliness of assessments and visits to some vulnerable children.

A robust action plan was put into place immediately following the focused visit to address the areas that required improvement. It should be noted that a separate Cabinet report seeks to address the demands and relieve pressure by securing further investment of £0.6m in 2018/19 in Children's Social Care to permanently recruit 18 frontline social workers with a full year impact of £1.0m in 2019/20. It will help maintain Enfield's strong reputation and further improve it, in readiness for a full Ofsted inspection expected within 6 months. The £0.6m for 2018/19 is proposed to be funded from reserves and therefore does not form part of any forecasted variance. The £1.0m for 2019/20 and beyond will need to be considered in the budget setting process for 2019/20.

Housing Related Support

The Housing Related Support schemes (Supporting People) budget is forecast to overspend by £1.1m. This is a result of the accumulated pressures created by delays in decommissioning and recommissioning of Housing related support contracts which will only come into effect part way through 2018/19 and difficulties in identifying a provider during the tender exercise for the floating support service.

Savings: The Medium Term Financial Plan has reflected the significant programme of change that is being implemented in Housing Related Support schemes over several years. The pace of delivery has not been able to keep pace with the expectation in budget reductions.

Further details are provided in Appendix C.

5.3. Place (Appendix D)

The Place department are forecasting an overspend position of £3.4m (budget of £20.2m) with the most significant pressures being reported in Property Services (£3.0m) and the costs arising from dealing with traveler incursions (£0.4m).

The reason for the Property related variances is mainly due to unrealised income generation as described below.

Further details are provided in Appendix D.

Savings: Assumptions around the success of income generating initiatives such as the Bunding initiative and the renting out of office space in the Civic Centre have not materialised as originally budgeted for, creating a pressure in 2018/19 of approximately £2.1m.

A further £0.6m relates to savings proposals such as the disposal of Gentleman's Row, alternative use of corporate buildings and investment income from commercial property which have not been implemented.

The remaining overspend relates to operational issues such as the cost of cleaning and security, rent collection and forecast repair and maintenance expenditure.

Use of capital receipts: The Regeneration and Environment services are reporting an overspend of £0.1m but this will reduce to £0.1m underspend following the application of £0.2m to fund the EDGE transport transformation contract from the flexible use of capital receipts.

5.4. Resources (Appendix E)

The Resources department is forecasting an overspend of £5.0m (budget £47.2m) after the planned use of capital receipts is applied to fund transformational related expenditure. This is an improvement of £0.3m on the quarter 1 reported overspend.

Demand for services continues and impacts on services such as income collection, financial assessments and deputyship accounts for a £1.0m of the forecast overspend. Other significant forecast overspends include; a £0.8m overspend in IT because of ongoing cost of annual maintenance and licenses for systems implemented as part of the capital programme. A key reason for the budget variance relates to unrealised savings and income as described below. Specific details by services are listed in Appendix E.

Savings: savings of £0.1m have been achieved but savings of £4.2m and income targets of £1.4m agreed through the MTFP that are now considered to be at risk of delivery or undeliverable contribute to the overspends forecast in the IT, Procurement and Leisure & Culture services.

Use of capital receipts: Within the £2.5m proposed use of capital receipts, £1.9m relates to items within the Resources department to support IT services and the transformation team.

5.5. Corporate Items (Including Contingency & Contingent Items) General Fund

The Council maintains a general contingency of £1.0m. Of this £0.15m has been allocated as one-off funding for youth projects, of which £100k has been drawn down to date. Funding set aside in the budget for pay awards, inflation and other corporate pressures are also held in the contingent items budget to be allocated out during the year. The forecast outturn reflects the best estimate of the call against contingent items during the year. Corporate items also include levy payments and treasury management costs, which are made up of interest payments on council borrowing and receipts on investments.

As approved in the Council Budget Report, £0.500m has been transferred to Children's services from contingency to address service pressures and is reflected in Table 1.

The underspend currently being reported consists of a forecast £4m underspend against interest payments and £3m underspend against contingent items. This may change depending on the call on contingency during the year.

The underspend on interest budgets is expected to continue for the short to medium term due to historically low interest rates and it is proposed to transfer £2m of this budget saving to contingency to be available to offset unavoidable service pressures.

5.6. Proposed Flexible Use of Capital Receipts

With effect from 2016/17 the Government provided a general capitalisation directive to all councils, giving them the option to utilise capital receipts for revenue purposes. These receipts can be used to finance projects that are designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public-sector delivery partners. £4.212m is forecast to be applied in 2018/19 of which £1.7m has already been agreed in the Council Budget report for 2018/19 to fund the Procurement & Commissioning co-managed service. The table below illustrates where the funding is applied to:

| Service Area | £m's |
|---|---------------|
| IT Services: | 1.000m |
| Transformation Team: | 0.750m |
| EDGE transport contract: | 0.182m |
| Edge of Care (Children's) | 0.390m |
| Procurement & Commissioning co-managed service | 1.700m |
| Variation to the Procurement & Commissioning Hub Contract | 0.190m |
| Total | 4.212m |

The Government has extended this flexibility until 2021/22. However, the Council is mindful of over reliance on and sustainability of this one-off funding. The EDGE contract, Edge of Care and co-managed procurement and commissioning arrangements are time limited costs. However, the Council's ongoing investment in transformation and ICT indicates that longer term solutions to fund these pressures will be needed in future years.

5.7. Dedicated Schools Grant (DSG) Budgets (Appendix F)

- 5.8 For 2018/19 Enfield received a total Dedicated Schools Grant allocation of £331.54m and the funding is allocated across four blocks; £255.80m for the Schools block, £2.97m for the Central Schools Services Block, £26.95m for Early years and £45.82m for the High Needs block.
- 5.9 In 2017/18 there is a bought forward DSG deficit of £3.3m. This looked likely to increase but due to a top slice from the 2017-18 DSG allocation and the cost of out of borough placements being lower than originally estimated the cumulative deficit bought forward to 2018-19 reduced to £1.5m. There continues to be cost pressures in supporting and providing suitable placements for SEN pupils but wherever possible pupils are placed in borough. There are plans in place to develop additional provision in the borough over the next 3-year period which will help to reduce costs.
- 5.10 The in-year forecast outturn is an overspend of £0.245m, and the areas of greatest pressure continue to be within the high needs block where an increase in exceptional needs pupils in mainstream schools, additional funding for Durant's schools to deal with complex needs and increased demand Post 16 SEN resulting in a £0.870m overspend. This pressure has been mitigated with favorable variances totaling £0.609m due to lower demand on the growth fund, a reduced rates liability due to schools converting to academies and reductions in number of out of borough placements.
- 5.11 Therefore, the cumulative forecast deficit at year end is £1.774m and will be the first call on the 2019/20 grant allocation and therefore reduce the funding available for next year's allocation.

6. ACHIEVEMENT OF SAVINGS (Appendix G)

- 6.1 A risk-based approach to the monitoring of savings is undertaken as part of the monthly budget monitoring, where the delivery of each saving is given a risk rating of:
- Blue - Banked i.e. fully achieved
 - Yellow - Substitute saving identified
 - Green - On track
 - Amber - At risk of delivery
 - Red - Undeliverable
- 6.2 The savings include those that are new for 2018/19 plus the full year effect of previous decisions and savings from 2017/18 that continue to have an adverse impact on the current year budget.
- 6.3 Of the £28.1m departmental savings, £9.2m is expected to be fully delivered at this stage. This consists of £1.4m which has been fully achieved, a further £7.5m which is on track for delivery and £0.3m substitute savings have been found within the service. In addition, £3.2m of corporate savings have been fully achieved.
- 6.3 However, £8.3m and £10.5m are considered to be amber or red risk status. These risk ratings are reflected in the forecast outturns for each department and form part of the reasons for variances as described in the narrative above. Of the red savings - £4.2m relates to income generation, the risks of delivery include timing and speed of implementation (e.g. bundling income delays, Civic Centre lettings), change in market conditions (e.g. school funding reductions placing pressure on schools' budgets and therefore reducing opportunities). The £6.2m of red savings which are unrealisable are characterised by service areas that have existing offsetting cost and demographic pressures, such as No Recourse to Public Funds, SEN transport, adult social care.
- 6.4 Further details for each department are summarised in the charts and tables in Appendix 6.

7. HOUSING REVENUE ACCOUNT (HRA)

- 7.1 The HRA projection for September shows an overspend of £109k.
- 7.2 The repairs and maintenance budget is showing an overall underspend of £37k, a movement of £208k from last month. Last month's reported underspend identified some planned schemes being put on hold (including the painting programme) to mitigate the pressure in the voids budget. Enfield's properties are being returned in a poor state and there has been a rise in the number of evictions which increases the cost of repairs and clearance. This month has seen an increase in responsive repairs and servicing costs.

- 7.3 A reduction of £98k in garage rental income is mainly due to the reduction in private garages being let. The charge was significantly increased in 18-19 and this has seen an increase in the expected void rate. The estimated void rate was 60% with the actual void rate showing 62.42%. This month's shop projection is showing a loss of income of £48k due to shops becoming vacant throughout the year.
- 7.4 The bad debt provision was increased to account for the expected increase in level of arrears due to the introduction of Universal Credit. UC was introduced in Enfield in November 17 and although the level of arrears has increased it hasn't been as high as originally expected. The budget has been reduced by £800k to reflect this change.

8. ALTERNATIVE OPTIONS CONSIDERED

Not applicable to this report.

9. REASONS FOR RECOMMENDATIONS

To ensure that Members are aware of the projected budgetary position, including all major budget pressures and underspends which have contributed to the present monthly position and that are likely to affect the final outturn.

10. COMMENTS OF OTHER DEPARTMENTS

10.1 Financial Implications

It is imperative to continue to keep under review the financial position of the Authority. The revenue monitoring is a key part of this review process. There is further work to be done to ensure a budget can be set within available resources.

Management of this financial year's position, and the long-term sustainability of the Council's finances (as expressed in the budget and MTFS) will require ongoing focus and effort by officers and councillors. The corporate failure of Northamptonshire County Council has provided a timely reminder for all local authorities of the need to continue to manage their finances tightly, and to make sometimes difficult decisions despite the prevailing circumstances (e.g. the sustained reductions in funding since 2010, the uncertainty created by Brexit, and growth pressures in many areas).

10.2 Legal Implications

The Council has a statutory duty to arrange for the proper administration of its financial affairs and a fiduciary duty to taxpayers with regards to its use of and

accounting for public monies. This report assists in the discharge of those duties.

10.3 Property Implications

Not applicable in this report.

11. KEY RISKS

There are a number of general risks to the Council being able to match expenditure with resources this financial year and over the Medium Term Financial Plan: -

- Achievement of challenging savings targets.
- Brexit and the state of the UK economy - which impacts on the Council's ability to raise income from fees and charges and on the provision for bad debt.
- Impact of the fall in the pound on inflation and pay
- Demand-led Service Pressures e.g. Adult Social Care, Child Protection etc.
- Potential adjustments which may arise from the audit of various Grant Claims.
- Movement in interest rates.

Risks associated with specific Services are mentioned elsewhere in this report.

12 IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

Good homes in well-connected neighbourhoods (to be updated)

Effective financial management provides the basis for the Council to achieve its priorities and objectives. This report explains a key part of effective financial management and the progress that has been made during the year.

Sustain strong and healthy communities (to be updated)

Effective financial management provides the basis for the Council to achieve its priorities and objectives. This report explains a key part of effective financial management and the progress that has been made during the year.

Build our local economy to create a thriving place (to be updated)

Effective financial management provides the basis for the Council to achieve its priorities and objectives. This report explains a key part of effective financial management and the progress that has been made during the year.

13. EQUALITIES IMPACT IMPLICATIONS

The Council is committed to Fairness for All to apply throughout all work and decisions made. The Council serves the whole Borough fairly, tackling inequality through the provision of excellent services for all, targeted to meet the needs of each area. The Council will listen to and understand the needs of all its communities.

The Council does not discriminate on grounds of age, colour, disability, ethnic origin, gender, HIV status, immigration status, marital status, social or economic status, nationality or national origins, race, faith, religious beliefs, responsibility for dependants, sexual orientation, gender identity, pregnancy and maternity, trade union membership or unrelated criminal conviction. The Council will promote equality of access and opportunity for those in our community who suffer from unfair treatment on any of these grounds including those disadvantaged through multiple forms of discrimination.

Financial monitoring is important in ensuring resources are used to deliver equitable services to all members of the community.

14. PERFORMANCE MANAGEMENT IMPLICATIONS

The report considers the financial impact of changes arising from reduced funding. The projections and future pressures on the budget are viewed with due consideration of financial management and the most efficient use of resources.

15. HEALTH AND SAFETY IMPLICATIONS

Not applicable in this report.

16. HR IMPLICATIONS

Not applicable in this report.

17. PUBLIC HEALTH IMPLICATIONS

The Council's budget continues to contribute towards public health outcomes throughout the borough, through the £16.8m Public Health grant as well as through services provided within the Councils general fund budget.

Background Papers







None

Appendix A – Financial Resilience Key Performance Indicators

A summary overview of financial performance is outlined below in Table 1. The intention of this is to provide the key highlight messages in a “dashboard” style summary. It is designed to capture the key messages across the Council’s main financial areas, namely:

1. Income and expenditure;
2. Balance sheet (liquidity, debtor/creditor management, investments and use of balances); and
3. Cash flow forecasting and management.

Table 1: Summary performance overview

| Financial Indicator | Status @ Sept 18 | Key Highlights |
|---|---|--|
| Income & Expenditure Position – General Fund Year end forecast variances |  | Year-end variances of £8.9m overspend have been forecast to date in relation to General Fund net controllable expenditure. Departments are developing actions to mitigate the pressure to offset identified pressures. |
| Progress to Achieving Savings MTFP (current Year) |  | Savings monitoring has identified a total of £10.5m that have been risk rated as undeliverable and a further £8.4m that are at risk of delivery. These are reflected in the reported overspend for September 2018. |
| Income & Expenditure Position – HRA |  | The HRA is projecting a £0.109m overspend at year-end outturn against budget. |
| Income & Expenditure Position – DSG |  | The DSG is forecasting a £0.245m overspend at year-end outturn against budget. |
| Cash Investments; Borrowing & Cash Flow |  | The current profile of cash investments continues to be in accordance with the Council’s approved strategy for prioritising security of funds over rate of return. |
| Balance Sheet - General Fund balances year end projections |  | The outturn projection for General Fund balances will meet the Council’s Medium Term Financial Strategy target based on the use of uncommitted reserves to meet one-off overspends in 2018/19. |

Appendix B

| Chief Executive's | Budget Variation (£'000) |
|--|---------------------------------|
| | |
| The department is currently projecting a saving of £300k achieved by changing the funding arrangements from revenue to capital for CCTV replacement programme. | (300) |
| Human Resources - additional resources required in the team to deal with increased workload because of the drive to reduce agency costs and convert to permanent/fixed term appointments. | 32 |
| Agency Rebate – the forecast value of rebate has reduced in line with reductions in agency staff because of the drive across the Council to reduce the number of temporary staff. | 100 |
| Electoral Services - overspend relates to the cost of May local elections which exceeded the balance held in the elections reserve. | 97 |
| Land charges - The income target for land charges is currently projecting a shortfall just as experienced during 2017/18 with further declines in the market being exhibited. | 223 |
| Other minor variances | (115) |
| | |
| Chief Executive Total | 37 |

Appendix C

| People- Adult Social Care | Budget Variation (£'000) |
|---|---------------------------------|
| Adult Social Care | |
| Key assumptions within the forecast are based on projected activity and year to year trends. In future years there is an increased budget pressure due to demographic pressures, provider cost pressures and a growing demand for social care services. | |
| Strategy & Resources - These services include, transport, grants to voluntary originations, Safe Guarding and Service Development. The projected underspend is within Safeguarding Adults. The expenditure, on safeguarding adults' reviews, which is undertaken by external experts varies depending upon the number of reviews. Net increase in month due to transport recharges of £35k. | (38) |
| Mental Health - The service is currently projecting an overspend for the year on care packages. There has been a net increase of two clients in the month. | 349 |
| Learning Disabilities - The service continues to project an overspend position because of pressures managing demand led services. There are 30 transition cases in 2018/19. Substantial savings have been made in year however, demand for services continues to rise because of demographics and Ordinary Residence clients. Savings from successful Ordinary Residences actions are included within forecasts. | 690 |
| Older People and Physical Disabilities (the Customer Pathway) - The service is projecting care purchasing overspends due to pressures in demand led services, within residential and community-based services. Substantial savings have been made in year however, demand for services continues to rise because of demographics. | 2,298 |
| IWE/Bridgewood - This includes management fee to IWE plus client income at Bridgewood House. | 0 |
| Public Health Grant | |
| The Departmental forecast also includes ring fenced Public Health Grant. | |
| Public Health grant allocated in 2018/19 is now £16.8m, this reflects a reduction in grant of £499k. There is a risk that demand led sexual health services could result in additional pressures. | 0 |
| Other minor variances | (21) |
| Housing Related Support - this is a result of difficulties in identifying a provider during the tender exercise for the floating support service. | 1,142 |
| Adult Social Care & Public Health | 4,420 |

| People- Children's and Families Services | Budget Variation (£'000) |
|--|---------------------------------|
| SEN Transport - demand for transport provision continues in 2018/19 and savings agreed within the Medium-Term Plan have not been achieved or where savings have materialised these have only resulted in stemming the growth in expenditure. The latest projection for 2018/19 is based on current pupil no.s/routes. The position may change in the following quarter due to pupil transition/new starters, but additional costs should be offset by re-routing efficiencies. Due to timing of this report it should be noted that the forecast does not take into account a recent provider failure. | 1,928 |
| Schools Traded Services - this is because of setting income targets that have proved to be unachievable. This includes £230k from 2017/18 and a further £500k from 2018/19. | 730 |
| Joint Venture Cleaning Contract – Overspend projected due to reduced profit share income and staffing cost. | 52 |
| No Recourse to Public Funds (NRPF) - The service has committed to an invest to save model, funding both a fraud officer and an immigration officer to reduce the number of presentations and aid speedier Home Office decisions. Even though the work of the fraud officer and immigration officer is starting to show through a reduction in the numbers of new cases, and there are some families that have had their final immigration status confirmed, there remains insufficient funding within the budget to meet demand. Savings of £240k per year over 2017/18 and 2018/19 were agreed in the MTFP, however the number of cases has continued to grow and therefore the savings have not materialised as intended. | 481 |
| Special Guardianship Allowances - despite increasing budget in 2018/19 continued demand has resulted in a forecast overspend. | 314 |
| External Child Care Placements - a saving of £150K was applied in 2018/19 and, based on information currently available, the area is projected to be overspend due to young people remanded into Local Authority care with delayed court dates and a high cost of agency fostering placements. | 373 |
| Prevention of Care Section 17 - The projection has been based on average monthly spend for child arrangement orders and supporting children to remain in the care of their families. The underspend is related to the reduced number of families requiring social care support around housing. | (100) |

| | |
|---|--------------|
| Adoption Allowances - underspend due to fewer adoptive parents meeting the criteria for adoption allowances this year. | (96) |
| Youth Offending Unit - There is an underspend in the Youth Justice Grant due to a current difficulty in the recruitment of staff and staff leaving and a contract not starting. Posts which had expected to have been filled had funding profiled against them that has not been used and the situation has gone on for over two months. Additionally, a new contract regarding an Educational Psychologist in the YOU did not start when planned. Additionally, due to the funding for sessional workers in the YOU being reduced from 2019 by £20K (and £20 the following year) YOU staff have started to reduce spend in that area as well as they begin to prepare for that budget reduction. Posts are starting to be filled and more recruitment is being undertaken and the Educational Psychologist contract is being finalised. | (87) |
| Edge of Care – transformation project to commission a Family Breakdown prevention team to reduce the short and long-term costs of Looked After Children provision. | 390 |
| | |
| Children's and Families Services | 3,913 |
| | |
| People Department Total | 8,333 |
| Flexible Use of Capital Receipts – Edge of Care | (390) |
| People Department Net Total | 7,943 |

Appendix D

| Place | Budget Variation (£'000) |
|--|--------------------------|
| Development Management - £50k favourable variance is forecast, and this is due to: 1. £80k of the forecasted overspend is due to legal costs associated with Revocation Order 40 Nelson Road (in 2017/18 the estimated liability was set @ £150k), but the actual cost came to £230k (over by £80k). 2. £70k staffing over spend in the Planning team. 3. The overspends above are more than offset by improved income from PPA, building control salary under spend and S106 income for Planning Enforcement. | (50) |
| Parks Operations and Outreach – £50k favourable variance is forecast, this is due to additional grants from Heritage Lottery. | (50) |
| Commercial Services Parks (Whitewebbs Golf Course) – £183k adverse variance; which is due to the delay in awarding the leasing of the Whitewebbs Golf Course contract. | 183 |
| Waste Processing and Client Amenity Site - recycling costs are forecast to increase during 2018/19, this is due to the changes in the China policy towards recycling materials, which has increased the cost of processing from £26.52 to £48.44. | 157 |
| Commercial Waste Services - This is due to additional income generated from the successful marketing of the commercial waste services and a one-off reimbursement from the NLWA and Commercial bins cost efficiencies. | (237) |
| People Transport - This relates to the cost of the EDGE contract for 2019/20 and is proposed to be funded through the Flexible Use of Capital Receipts. | 182 |
| Regeneration - favourable variance of £120k is forecast which is due to more time being allocated to the capital schemes and therefore greater level of recharges to be funded via the capital programme. | (120) |
| Facilities Management - £926k adverse variance, the main reasons for this are: - o Not renting the 5th floor lost income of approx. £360k o Rent free period for Wates and EBSCO cost £245k per annum o Cleaning and Security contract over spend of circa. £100k due to the London Living Wage increasing the contract costs. o Loss of £206k income previously received from the HRA for space used at the Edmonton centre. One of the floors is now used as a library and therefore no longer used for Housing purposes. | 926 |

| | |
|---|--------------|
| o £150k saving pressure related to alternative use of buildings (not done) and £120k related to Gentleman's row disposal (not actioned). o Plus other minor adverse and favourable variances adding back to the net pressure of £926k | |
| Property Holly Hill Income (Bunding Income) - Income shortfall due to the delays in the Holly Hill project, estimated income for 2018/19 is between £253k and £355k - subject to Planning and the number of lorries driving to the site and the construction phase start date. | 1,450 |
| Property Surplus Assets - £200k adverse variance, the overspend is due to the expected spend on R&M (NON-HRA properties) and Septic tank installation costs @ 1,2,3,4,5,6 Shawswood and Eastpole Cottages. | 200 |
| Property Corporate Commercial Portfolio - £341k adverse variance, the budget pressure is mainly due to an unachievable commercial property income target, which was to be delivered following capital investment in investment properties. | 448 |
| Eviction of Travellers - £378k adverse variance | 378 |
| Other Minor variances below £50k | (77) |
| Place Total: | 3,390 |
| Flexible Use of Capital Receipts | (182) |
| Place Net Total | 3,208 |

Appendix E

| Resources | Budget Variation (£'000) |
|--|---------------------------------|
| Finance Hub - deputyship team established on a full cost recovery basis that has not been possible to implement plus increases in demand have required additional resources to be employed which has further increased the pressure on the service budget. | 54 |
| Financial Assessments - overspend is forecast due to the continued level of demand experienced and staffing resources required to meet it. Costs have been mitigated through creating fixed term opportunities rather than reliance on temporary staff. | 272 |
| Income Collection - overspend forecast due to reduction in level of court fees received through court summonses and court costs and staffing overspend forecast because of a continued level of demand for services. | 550 |
| ICT operational budget - overspend forecast due to new IT posts which are to be created with a part year effect in 2018/19 of £500k and a further £400k required to support GDPR and the additional resources required to transition into the new structure. | 1,015 |
| ICT Contracts - this relates to savings expectation of £1.0m in IT contract costs which are considered to be at risk of delivery. It is proposed to apply £1.0m of flexible use of capital receipts to mitigate this pressure in 2018/19. Further analysis is being undertaken to quantify the savings that are achievable. The overspend is also due to income targets relating to the commercialisation of IT related services which are currently considered at risk of delivery within 2018/19. | 1,600 |
| ICT Applications/Licences - revenue impact of the annual maintenance/licence costs associated with the capital programme. | 795 |
| Transformation Team - these relate to staffing costs that are proposed to be funded through the flexible use of capital receipts. | 750 |
| Procurement – £0.950m overspend relates to savings target that are considered at risk, including the commercialisation of the service which has been part delivered and procurement savings across all Council services. | 1,140 |
| Procurement & Commissioning Co-managed Service Contract – agreed in the Council's 2018/19 Budget Report to be funded from the Flexible Use of Capital Receipts but referenced as a variance because this approach is only agreed for this financial year. | 1,700 |

| | |
|---|----------------|
| Leisure & Culture - adverse variance relates to not achieving expected 2017/18 income targets and the impact this has on the likelihood of meeting the increased expectations that are reflected in the Medium Term Financial Plan. Mitigating actions are in progress to get the service operating within budgeted expectations | 851 |
| Other Minor Variances | (79) |
| Resources Total | 8,648 |
| Flexible Use of Capital Receipts – IT, Procurement, Transformation | (3,640) |
| Resources Net Total | 5,008 |

Appendix F

Dedicated Schools Grant

| Dedicated Schools Grant 2018/19 | <i>Budget Variation (£'000)</i> |
|--|--|
| <i>Schools Block</i> | |
| Demand on Growth Fund is lower than estimated (120k) & reduced rates liability for academy converters (239k). | (359) |
| <i>High Needs Block (HNB)</i> | |
| Overall HNB variance includes increased exceptional needs 600k, increased demand Post 16 SEN 270k and a reduction in out-borough placements (250k) | 605 |
| DSG NET TOTAL | 245 |

Appendix G

Summary of Savings by Department impacting on 2018/19

Table 3

| Department | CEX | ASC | Childrens | SP | People | Place | Resources | Total |
|--------------|------------|--------------|--------------|--------------|---------------|--------------|--------------|---------------|
| Blue | 0 | 0 | 555 | 0 | 555 | 796 | 0 | 1,351 |
| Green | 478 | 4,694 | 445 | 500 | 5,639 | 1,348 | 100 | 7,565 |
| Yellow | 0 | 0 | 325 | 0 | 325 | 0 | 0 | 325 |
| Amber | 0 | 2,242 | 250 | 0 | 2,492 | 1,669 | 4,218 | 8,379 |
| Red | 150 | 2,888 | 1,831 | 1,300 | 6,019 | 2,891 | 1,405 | 10,465 |
| Total | 628 | 9,824 | 3,406 | 1,800 | 14,705 | 6,704 | 5,723 | 28,085 |

Red Savings by Year (2017/18 relate to savings that impact 2018/19 but relate to 2017/18)

Table 4

| Department | CEX | ASC | Childrens | SP | People | Place | Resources | Total |
|--------------|------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| 2017/18 | 150 | 250 | 990 | 1,300 | 2,540 | 1,600 | 1,044 | 5,334 |
| 2018/19 | 0 | 2,638 | 841 | 0 | 3,479 | 1,291 | 361 | 5,131 |
| Total | 150 | 2,888 | 1,831 | 1,300 | 6,019 | 2,891 | 1,405 | 10,465 |

Red Savings summarised by when decision was agreed in Medium Term Financial Plan

Table 5

| Department | CEX | ASC | Childrens | SP | People | Place | Resources | Total |
|---------------|------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Up to 2017/18 | 150 | 2,783 | 1,831 | 1,300 | 5,914 | 2,791 | 1,105 | 9,960 |
| 2018/19 (New) | 0 | 105 | 0 | 0 | 105 | 100 | 300 | 505 |
| Total | 150 | 2,888 | 1,831 | 1,300 | 6,019 | 2,891 | 1,405 | 10,465 |

Red Savings by Savings and Income Generation

Table 6

| Department | CEX | ASC | Childrens | SP | People | Place | Resources | Total |
|--------------|------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Savings | 0 | 2,638 | 1,831 | 1,300 | 5,769 | 441 | 0 | 6,210 |
| Income | 150 | 250 | 0 | 0 | 250 | 2,450 | 1,405 | 4,255 |
| Total | 150 | 2,888 | 1,831 | 1,300 | 6,019 | 2,891 | 1,405 | 10,465 |

Detailed List of Savings by Department

Appendix H

Chief Executive's

| Directorate | Savings/Income | Title and Short Description | Budget Saving 2017-18 £'000 | Budget Saving 2018-19 £'000 | Budget Impact 2019-20 £'000 | Budget Impact 2020-21 £'000 | Budget Impact 2021-22 £'000 | Risk of delivery |
|------------------|----------------|---------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|------------------|
| CEX | Income | Increased volume of Land Charges fees | (150) | | | | | Red |
| CEX | Saving | £1m Agency Cost Saving - CEX Portion | | (28) | | | | Green |
| CEX | Saving | Reductions in HR. Staffing Cuts | | (120) | | | | Green |
| CEX | Saving | Remove in year underspends | | (200) | | | | Green |
| CEX | Saving | Remove in year underspends | | (130) | | | | Green |
| CEX Total | | | (150) | (478) | 0 | 0 | 0 | |

People – Children's Services

| Directorate | Savings/Income | Title and Short Description | Budget Saving 2017-18 £'000 | Budget Saving 2018-19 £'000 | Budget Impact 2019-20 £'000 | Budget Impact 2020-21 £'000 | Budget Impact 2021-22 £'000 | Risk of delivery |
|-------------|----------------|---|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|------------------|
| People | Saving | NRPF | (240) | (240) | | | | Red |
| People | Saving | SEN Transport | (250) | (101) | 0 | 0 | | Red |
| People | Saving | Traded Services with schools and other Education Services | (500) | (500) | (600) | | | Red |
| People | Saving | Reducing number of children in care | | (250) | | | | Amber |
| People | Saving | Regionalisation of Adoption Services | | | (50) | | | Amber |

| | | | | | | | | |
|--|--------|--|--------------|----------------|--------------|-------------|----------|--------|
| People | Saving | Joint Service for Disabled Children- staffing restructure | | (75) | (65) | | | Yellow |
| People | Saving | Reprofiling Shared Services saving (SCS28) | | (250) | | | | Yellow |
| People | Saving | Community Safety: re-apportionment of policing contract costs to reflect the support provided to HRA | | (188) | | | | Green |
| People | Saving | EPS / CAMHS Service | | (200) | (220) | | | Green |
| People | Saving | Independent Reviewing efficiencies | | | | (65) | | Green |
| People | Saving | Merging support and management of Children and Adults Safeguarding Boards | | (29) | 0 | | | Green |
| People | Saving | Service Development Review | | | (37) | | | Green |
| People | Saving | Single Point of Entry new system | | (28) | | | | Green |
| People | Saving | Careers Service re-modelling | | (10) | | | | Blue |
| People | Saving | Children's Centres | | (500) | | | | Blue |
| People | Saving | Joint Service for Disabled Children: Saving will be achieved through the deletion of a 0.5 Full Time Equivalent post and two high cost care packages coming to a natural end | | (45) | | | | Blue |
| People - Childrens Services Total | | | (990) | (2,416) | (972) | (65) | 0 | |

People – Adult Social Care

| Directorate | Savings/Income | Title and Short Description | Budget Saving 2017-18 £'000 | Budget Saving 2018-19 £'000 | Budget Impact 2019-20 £'000 | Budget Impact 2020-21 £'000 | Budget Impact 2021-22 £'000 | Risk of delivery |
|-------------|----------------|---|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|------------------|
| People | Income | Increase Income (higher rate Attendance Allowance) | (250) | | | | | Red |
| People | Saving | Learning Disabilities Care Purchasing | | (586) | (713) | | | Red |
| People | Saving | Older People Care Purchasing | | (1,587) | (1,587) | | | Red |
| People | Saving | Physical Disabilities Care Purchasing | | (360) | (360) | | | Red |
| People | Saving | Relocation of residential clients | | (105) | | | | Red |
| People | Saving | Supporting People Phase 3 | (1,300) | (500) | | | | Red |
| People | Saving | Brokerage Redesign | (600) | | | | | Amber |
| People | Saving | Closure of Bridge House and Coppice Wood Lodge (Transferred to FYE) | (300) | | | | | Amber |
| People | Saving | Further use of Assistive Technology | | (75) | | | | Amber |
| People | Saving | Increase availability of 18 nursing beds through reprovision | (400) | | | | | Amber |
| People | Saving | IWE benefit/surplus at least 1% per year | | (130) | | | | Amber |
| People | Saving | Management of sustainable provider rates | | (225) | | | | Amber |
| People | Saving | Reduction in placements from hospital | | (37) | | | | Amber |
| People | Saving | Residential Home Re-provision - Closure---- | (200) | | | | | Amber |
| People | Saving | Review high cost packages that may be eligible for health needs | | (75) | | | | Amber |

| | | | | | | | | |
|--|--------|---|----------------|----------------|----------------|-----------|----------|-------|
| | | funding | | | | | | |
| People | Saving | £1m Agency Cost Saving - HHASC Portion | | (200) | | | | Amber |
| People | Saving | Direct Payment clawbacks by reviewing bank accounts | | (75) | | | | Green |
| People | Saving | HHASC Management Restructure, Director and Assistant Director Posts | | (196) | 30 | 90 | | Green |
| People | Income | Improved BCF funding | | (4,106) | (3,700) | | | Green |
| People | Income | Increased Income | | (150) | (125) | | | Green |
| People | Saving | Independent Living Fund | | (50) | | | | Green |
| People | Saving | retender of extra care facilities | | (117) | | | | Green |
| People - Adults Social Care Total | | | (3,050) | (8,574) | (6,455) | 90 | 0 | |

Place

| Directorate | Savings/Income | Title and Short Description | Budget Saving 2017-18 £'000 | Budget Saving 2018-19 £'000 | Budget Impact 2019-20 £'000 | Budget Impact 2020-21 £'000 | Budget Impact 2021-22 £'000 | Risk of delivery |
|-------------|----------------|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|---------------------|
| Place | Saving | accommodation savings to be achieved through alternative use of buildings | (150) | (150) | | | | Red |
| Place | Income | Assets Income | | (80) | | | | Red |
| Place | Income | Civic Centre - let 2 further floors of the building | | (500) | | | | Red |
| Place | Income | Commercial Property | (500) | | | | | Red |
| Place | Saving | Gentleman's Row | | (121) | 0 | | | Red |
| Place | Saving | Re-Use Collections | | (20) | | | | Red |
| Place | Income | Property - Bund Income Ph 2 | (200) | (420) | (220) | 200 | | Red |
| Place | Income | Property - Bund Income Ph 1 | (750) | (235) | 0 | 985 | | Amber |
| Place | Income | Civic Centre - let of floors of the building | (800) | 0 | (150) | | | Amber |
| Place | Saving | Withdraw Whitewebbs Golf Course Subsidy | (100) | | | | | Amber |
| Place | Saving | £1m Agency Cost Saving - ENV Portion | | (434) | | | | Amber |
| Place | Income | Building / Dev Control income | (100) | (100) | | | | Amber |
| Place | Income | Additional Commercial Income (waste & parks) | | (80) | | | | Green |
| Place | Income | Additional Commercial Income (waste & parks) | | (80) | | | | Green |
| Place | Saving | Aqua Fund | | (23) | | | | Green |
| Place | Saving | Barrowell Disposal Haulage Saving | | (23) | | | | Green |

| | | | | | | | | |
|--------------------|--------|--|----------------|----------------|----------------|------------|------------|-------|
| Place | Saving | Changes to Parking Measures | | (100) | (300) | | | Green |
| Place | Income | Cross Over Income | | (50) | | | | Green |
| Place | Saving | Efficiencies arising from a new Parking Contract to be implemented in July 2017. | | (50) | 0 | 0 | | Green |
| Place | Income | Improved sales of existing and additional burial plots | | (100) | | | | Green |
| Place | Income | Increase income across R& E | | (250) | (250) | (250) | | Green |
| Place | Saving | Management actions to contain pressure | | (188) | (446) | (379) | | Green |
| Place | Income | New revenue stream arising from the Council's new contract for street advertising, other large format advertising and sponsorship schemes. | | (35) | | | | Green |
| Place | Income | Parks events additional income. | | (50) | | | | Green |
| Place | Saving | Street Lighting Reduction of Scouting | | (50) | | | | Green |
| Place | Income | Traffic and Transportation Income (3 years only) | | (130) | | | 130 | Green |
| Place | Income | Tree Team Income | | (39) | | | | Green |
| Place | Saving | Green bin service change | | (306) | | | | Blue |
| Place | Saving | Integration of Regeneration and Economic Development | | (100) | | | | Blue |
| Place | Saving | Regeneration and Environment Service | | (200) | | | | Blue |
| Place | Saving | Regeneration and Planning Restructures | | (140) | | | | Blue |
| Place | Saving | Vehicle Leasing-Cage Tippers | | (50) | | | | Blue |
| Place Total | | | (2,600) | (4,104) | (1,366) | 556 | 130 | |

Resources

| Directorate | Savings/Income | Title and Short Description | Budget Saving 2017-18 £'000 | Budget Saving 2018-19 £'000 | Budget Impact 2019-20 £'000 | Budget Impact 2020-21 £'000 | Budget Impact 2021-22 £'000 | Risk of delivery |
|------------------------|----------------|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|------------------|
| Resources | Income | Arts & Culture Business Plan - Future Years Savings by increased income | (194) | (61) | (58) | | | Red |
| Resources | Income | Arts Income | | (300) | | | | Red |
| Resources | Income | Future income generated from IT | (300) | | | | | Red |
| Resources | Income | Leisure and culture | (250) | | | | | Red |
| Resources | Income | New income from marketing of the digital platform | (300) | | | | | Red |
| Resources | Saving | £1m Agency Cost Saving - CH Portion | | (90) | | | | Amber |
| Resources | Saving | £1m Agency Cost Saving - FRCS Portion | | (248) | | | | Amber |
| Resources | Saving | Commercialisation of Procurement and Contracts Hub | | (250) | | | | Amber |
| Resources | Saving | Contract Review | | (300) | | | | Amber |
| Resources | Saving | IT Contracts | (500) | (1,000) | | | | Amber |
| Resources | Saving | IT Staffing | (1,200) | | | | | Amber |
| Resources | Saving | Procurement Forward Plan | | (530) | | | | Amber |
| Resources | Saving | Reduction in cost of ICT third party contracts | (100) | | | | | Amber |
| Resources | Saving | Audit and Risk management service restructure | | (50) | | | | Green |
| Resources | Saving | Efficiencies following implementation of time-saving financial software. | | | (50) | | | Green |
| Resources | Saving | Transactional Services | | (50) | | | | Green |
| Resources Total | | | (2,844) | (2,879) | (108) | 0 | 0 | |

