

Agenda Item 7

Cabinet Meeting Date 21/07/20	Classification Public
From The Deputy Leader / Cabinet Member for Finance & Resources	
Overview Committee 20/07/20	Title Of Report Budgetary Control Report for Month 2

1. Executive Summary

- 1.1. This report sets out the Authority's financial performance to 31 May 2020 and the forecast outturn for 2020/21.

2. Recommendations

The Cabinet is recommended to:

- 2.1. Note the £44.165m forecast overspend position to the 2020/21 General Fund revenue budget;
- 2.2. Note the balanced forecast position of £248.928m in relation to the 2020/21 DSG;
- 2.3. Note the forecast overspend position of £1.000m in relation to the Housing Revenue Account due to COVID-19;
- 2.4. Note the mitigation plans relating to the 2019/20 outturn position and the requirement for further mitigation plans to be presented to September Cabinet in relation to the current forecast overspends including those resulting from a vacancy factor, as per section 6 and Appendix D;
- 2.5. Note the intra-directorate revenue virements as listed in paragraph 7.1;
- 2.6. Note that savings totalling £9.646m have been brought forward from 2019/20 and it is expected that these should be delivered this year;
- 2.7. Note the progress and delivery of the approved savings programme (RAG - Red £16.172m, Amber £4.826m, Green £1.254m and Blue £4.831m). To ensure savings delivery for all red saving items, substitutions are expected to be identified;
- 2.8. Note the forecast outturn position reported on the capital programme in section 12 of the report;
- 2.9. Note the capital virements as identified in paragraphs 12.2-12.4;
- 2.10. Approve the addition of £2.141m capital funding for Disabled Facilities Grant Fund in 2020/21 as identified in paragraph 12.2; and
- 2.11. Note the forecast COVID-19 impact and associated grant funded as set out in section 14

**THE DECISIONS PROPOSED IN THE RECOMMENDATIONS TO THIS REPORT
MAY BE CALLED IN**

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3. Background and Proposals

- 3.1. Budgetary control reports are presented to Cabinet so that the Council's revenue and capital programme can be monitored. It is essential that frequent monitoring takes place in order to ensure that the Council's financial resources are properly controlled.
- 3.2. In accordance with Financial Standing Orders 129, an Action Plan will be presented to Cabinet where the lower of an overspend of £0.200m or 5% of budget cannot be prevented from occurring through normal management action. Section 6 sets this out in more detail.
- 3.3. As agreed in the Outturn 2019/20 report to May 2020 Cabinet, Action Mitigation Reports from Corporate Directors detailing the reasons for overspend in 2019/20 and what action they are taking to avoid this in 2020/21 are included in Appendix D to this report.
- 3.4. This report highlights the main risks and issues that are being addressed by Corporate Directors to maintain expenditure within the approved Revenue Budget and Capital Programme. It also provides a summary of progress in delivering savings brought forward from 2019/20 and those due to be delivered in 2020/21. Where these actions require the virement of budgets, they are reported for noting in accordance with financial regulations.
- 3.5. The approach to budgetary control reporting has been enhanced for 2020/21. In an attempt to get better transparency and accuracy in the forecasting, an additional level of challenge has been built into the process. This means that alongside the budget holder forecast of their outturn, the central finance team are producing an independent forecast based on the current financial run rate, suitably adjusted for known future changes, such as the pay award or discrete anticipated parcels of income and expenditure.
- 3.6. In addition to this Internal Audit are also undertaking work on budget monitoring audit focussing on the Budgets where there are overspends and savings to be delivered, although this has yet to be completed. The report will highlight any potential deficiencies within the budget monitoring process, recommendation for improvements of which an action plan will be implemented by the relevant service areas. This will give assurance to the budget monitoring process.
- 3.7. The financial run rate forecast will automatically be picking up any savings that have been delivered (blue savings). No adjustment is being made for savings in delivery but not yet landed (green savings) or indeed savings planned for delivery later. Effectively therefore the financial run rate attempts to model what would happen if the current costs, demand and income continued unchanged to the end of the year.
- 3.8. The challenge comes in exploring the differences between the finance forecast and that produced by the budget holder to identify what management actions are being undertaken to change the financial course of direction. Where the finance forecast is already indicating that the service is on course to be within budget or underspend, it may well be that there are no further management actions. Where the financial forecast suggests an overspend, there is an expectation that the service is identifying possible mitigations to bring the budget back inline. Potentially the management actions in this regard will include green savings.
- 3.9. This process will leave a residual variance, indicating the current forecast overspend. This overspend is then analysed by demand and costs variances and savings currently not delivered.

3.10. Clearly the Council's response to the COVID-19 pandemic overlays considerable complexity and uncertainty to forecasting at present, given that the financial impact ranges from additional expenditure requirements, increases in demand from vulnerable clients, consequential losses of income and the inability for services to work normally. The forecasting in this area is also affected by the unknown length of the emergency or indeed the extent and depth of any consequential recession. Therefore, in this regard the COVID-19 financial overlay is a joint endeavour between the service and finance.

3.11. The presentation of the BCR has therefore changed to reflect the updated approach.

4. Summary Position

4.1. Table 1 below shows the General Fund revenue summary forecast outturn position before and after recommended virements. Detailed revenue budgets are set out in Appendix A.

Table 1: Summary

Department	Budget as at Feb 20 Council £m	Inter Virements £m	Revised Budget as at Month 2 £m	Year-end Forecast as at Month 2 £m	Forecast variation against budget £m
Communities	12.757	(0.104)	12.653	34.406	21.753
People	97.041	-	97.041	137.402	40.361
Regeneration & Culture	6.531	0.304	6.835	12.302	5.467
Resources	14.932	-	14.932	14.928	(0.004)
Strategy	4.545	-	4.545	6.851	2.306
Total Service Directorate Budgets	135.806	0.200	136.006	205.889	69.883
Corporate Budgets	60.760	(0.200)	60.560	50.528	(10.032)
COVID-19 Grant	-	-	-	(15.686)	(15.686)
Net Budget	(196.556)	-	196.556	240.731	44.165

4.2. Section 5 sets out the summary position for revenue budgets within the General Fund and in Section 11 for the Capital Programme. The overall position for the General Fund is a forecast overspend of £44.165m.

4.3. The Housing Revenue Account is forecasting an overspend position of £1.000m due to COVID assumptions on rent arrears and PPE spend. This is against its gross budget of £28.925m for the year.

4.4. The Dedicated Schools Grant of £248.928m is fully committed and continues to forecast a balanced position.

4.5. The Capital Programme is forecast to spend £375.169m, which includes an increase by a further £2.141m through a new allocation of Disabled Facilities Grant.

5. Revenue

5.1. The revenue position within Service Directorates is forecasting a net overspend of £69.883m. Of this £60.477m is attributable to the impact of COVID-19. The most significant areas of overspend, including the potential impact of COVID-19 are:

- Adult Social Care - £21.588m
- Housing - £11.159m
- Civic Pride - £9.731m

Communities Directorate

Latest budget	Total Run rate forecast	Service		Variance
		Management Actions	Forecast Outturn	
		£m	£m	
12.653	35.346	(0.940)	34.406	21.753

- 5.2. The Communities Directorate is currently forecasting a £21.753m net overspend after a cost reduction of £0.940m to be achieved by delivery of savings currently RAG rated as green. £21.068m of the forecast overspend is due to the impact of COVID-19, including red and amber savings totalling £4.835m. The variances are highlighted in the table below:

	£m	£m	Commentary
COVID-19 - Costs, Loss of Income and Savings impact			
Parking loss of income	7.088		Assumes losses of parking income due to COVID-19
Licencing income	1.771		Assumes losses of licencing income due to COVID-19
Saving to be removed from Highways for Workplace Travel	0.350		A joint project with HR regarding allowances etc.
Mortality Planning	0.863		London Wide Mortality Planning costs
Waste, recycling and Fleet	0.206		Loss of income due to COVID-19
Existing Rough Sleeping arrangements	1.770		Accommodation and support costs
Additional Rough Sleeper costs	0.348		Due to increased numbers
Exit Strategy for Rough Sleepers	1.448		Moving to long term arrangements
Homelessness COVID-19 Impacts	0.744		Accommodation and support costs
Temporary Accommodation	3.482		Estimate of potential changes to demand and rent arrears
Enforcement contract	0.060		Continuing payments to contractor
Delays in letting properties	0.156		Increase in void rates due to COVID-19 restriction
Housing Savings	1.731		Saving implementation delayed due to COVID-19
Other savings non-delivery	0.816		Saving implementation delayed due to COVID-19
Miscellaneous Items	0.235	21.068	
Other Variances			
Net underspends across Civic Pride	(0.795)		Including staff redeployments
Temporary Accommodation	1.237		Based on current forecast of demand
Hostel Security Costs	0.243	0.685	To maintain current level of provision
Total		21.753	

- 5.3. Parking is currently forecasting a £7.088m overspend due to COVID-19, made up of the following:

- 5.3.1 Shortfalls in parking income across all revenue streams as a result of COVID-19 and significantly reduced demand for parking and central government instruction to cease a large part of enforcement activity. Income is further affected by the free parking exemption being offered to

almost 2,000 key workers as well as staff. The cessation of agent enforcement as per government instruction means PCN debt cannot be recovered. No significant increase in income is expected in the short term and virtually all mitigations relate to revenue so cannot be fully realised until demand returns.

- 5.3.2 Consultation on new CPZs has also been delayed as a result of COVID-19 which will lead to the non-delivery of the CPZ saving in the MTFS of £1.570m (included in the forecast overspend position of £7.088m). There are other parking/CCTV savings which will not be achieved due to COVID-19 totalling £0.549m also allowed for in the overspend figure above.
- 5.4. There is a cross-cutting saving for Workplace Travel of £0.350m which is held against Civic Pride but will ultimately impact budgets across all Directorates.
- 5.5. Redbridge's share of London wide Mortality Planning and associated costs in response to the COVID-19 pandemic has been estimated to be £0.863m, these are currently shown against the cemeteries cost centre.
- 5.6. There is a pressure of £0.330m in Waste, Recycling and Fleet due to loss of income on the vehicle workshop and trade waste due to COVID-19 and the shutting of non-essential shops and businesses.
- 5.7. Staff have been redeployed from Civic Pride to work on the COVID-19 response, in the Wellbeing Service, PPE logistics and Mortality Planning. The total forecast reduction in cost within Civic Pride resulting from this amounts to £0.233m. Some of these redeployments have finished as at the end of May and the majority are due to end by 1 July 2020.
- 5.8. Housing General Fund is forecast to overspend by £11.159m including £9.679m of costs relating to COVID-19.
- 5.9. £2.514m is in respect of identified COVID-19 direct costs related to accommodating and supporting rough sleepers in Redbridge and costs related to accommodating statutory homeless households.
- 5.9.1 This includes procuring additional B&B units, the additional costs of moving at risk households out of shared accommodation into self-contained accommodation and the expected loss of income in utilising Ryedale to accommodate rough sleepers (£1.947m);
- 5.9.2 Support costs of £0.456m; and
- 5.9.3 PPE, additional waste and cleaning costs totalling £0.111m
- 5.10. There are some indirect COVID-19 cost impacts amounting to £0.156m in the forecast overspend, such as delays in letting properties that it is expected can be mitigated/managed provided the current situation is eased in the coming weeks.
- 5.11. The forecast also includes a net £0.282m to meet the expected growth in demand for Temporary Accommodation (TA) properties due to COVID-19 for the rest of the year at an increase of 20 properties per month. An additional pressure could emerge due to COVID-19 from evictions and arrears, therefore £3.200m has been added to the forecast to cover this emerging pressure.
- 5.12. Also included is a forecast overspend of £0.243m on security provision at the hostels which is subject to a detailed review of the required provision.

- 5.13. Savings of £1.713m are currently flagged as Red or Amber and are impacting on the Housing forecast. These are all delayed due to COVID-19.
- 5.14. Current modelling shows £1.237m of additional pressure in TA, there is a need for this growth to be transferred to Housing to manage the continuing and growing pressure on existing supply pre-COVID-19. It should be noted that currently £2.500m of agreed growth is held corporately and not yet transferred to be built into the Housing General Fund budget.
- 5.15. This forecast allows for Rough Sleeper Exit Strategy costs these are currently being modelled and for year 1 are being forecast as £1.796m.

People Directorate

		Service		
Latest budget	Total Run rate forecast	Management Actions	Forecast Outturn	Variance
£m	£m	£m	£m	£m
97.041	139.651	(2.249)	137.402	40.361

- 5.16. The People Directorate is currently forecasting a £40.361m net overspend after mitigations and cost reductions totalling £2.249m have been applied. Of this variance, £31.939m is due to the impact of COVID-19, including red and amber savings of £10.981m.

Adult Social Care

- 5.17. Adult Social Care is currently forecasting an overspend of £21.588m after the application of £1.243m cost reductions and mitigations. These are made up of:
- 5.17.1 £0.448m for known staffing changes within year. These are being mitigated through a draw down for the investment that has been agreed for the People Matter Review Teams. Those staffing costs are still being incurred even though those staff have been realigned to COVID-19 specific tasks.
- 5.17.2 £0.210m reduction in other costs. This is through utilising the Capital budget for Occupational Equipment.
- 5.17.3 £0.026m reductions upon day opportunities costs. This is to be contained as a by-product of the internal day centres remaining closed.
- 5.17.4 £0.245m cost reductions within the Extra Care service area. The remainder relates to limiting overtime and movement to more permanent staff from current agency arrangements.
- 5.17.5 £0.314m green savings are offsetting the overspend relating to Green lodge and the reablement service.
- 5.18. Of the £21.588m, £16.950m is due to the impact of COVID-19, including red and amber savings of £7.077m. The variances are highlighted in the table below.

	£m	£m	Commentary
COVID-19 - Costs, Loss of Income and Savings impact			
Current Red & Amber Savings	7.077		These relate to demand management pressures. £2.120m of this is currently amber savings.

	£m	£m	Commentary
Workforce Pressures	0.509		Mainly staff redeployment into First Contact and overtime payments
External Day Service Payments	1.294		These are highlighted as a COVID-19 pressure for 6 months. That is the current assumption around day centres being closed.
Placement Demand	5.349		This is a broad projection that factors in demand for homecare demand increase, clients in nursing provision commissioned by CCG and additional Mental Health provision from an expected large increase in referrals.
Loss of income	2.721	16.950	<ul style="list-style-type: none"> ▪ £1.980m based upon projections for client contributions assuming reduced rate of collection compared to 2019/20. ▪ £0.400m based upon deferred financial assessments. ▪ £0.341m based upon internal day centres being closed for the first three quarters of the year.
Other Variances			
Day Opportunities	(0.670)		With internal day centres being closed and staff redeployed mainly to the Well Being service there is a net under spend within the service after COVID-19 issues are considered.
Employees	1.190		This mainly relates to staffing overspends and the vacancy factor not being achieved. There is also an allowance for an assumed pay award yet to be announced.
Non-Care Package Lines	0.183		This is mainly driven by professional fees within Safeguarding.
Learning Disabilities – Placements	0.718		Forecast overspend mainly relates to new demand pressures expected in this financial year.
Older Peoples – Placements	2.342		<p>The pressure is made from:</p> <ul style="list-style-type: none"> ▪ £1.117m from price increases to existing packages from inflation and National Living Wage increases. ▪ £1.225m the impact of undelivered savings in previous years. The growth allocated to the budget was built on the demand assumptions. This is after the full effect of savings delivery in 2019/20.
Physical Disabilities – Placements	0.545		<p>The pressure is made from:</p> <ul style="list-style-type: none"> ▪ £0.210m from price increases to care packages from inflation and National Living Wage increases. ▪ There has been a net increase of 8 new packages from 1 April that have an approximate adverse impact upon the forecast of £0.143m. ▪ £0.192m the impact of undelivered savings in previous years. The growth allocated to the budget was built on the

	£m	£m	Commentary
			demand assumptions. This is after the full effect of savings delivery in 2019/20.
Mental Health – Placements	0.330	4.638	The pressure is made from: <ul style="list-style-type: none"> ▪ £0.180m from price increases to care packages from inflation and National Living Wage increases. ▪ In-year demand pressures. There have been 9 additional clients in place from the 1 April that have had an adverse impact of £0.150m.
Total		21.588	

Adult Social Care - COVID-19 Items

- 5.19. Within the COVID-19 pressures there are £7.077m of red and amber savings that are contributing to the current variance. This is all related to managing demand activity. The impact of COVID-19 has meant that the service has had to redeploy resources away from delivery of savings.
- 5.20. There are workforce pressures from additional staff and overtime costs allocated to the First Contact centre of £0.509m.
- 5.21. The Council has continued to pay external day care providers for open care packages despite day centres being closed in the COVID-19 period. The current assumption is a six month effect of the closure of the day centres that would equate to £1.294m. At the end of May there were 146 open external day care packages.
- 5.22. There is current assumed demand for care packages for the remainder of the year of £5.349m that currently have been delayed due to COVID-19 This would be partly for potential nursing placements that have been commissioned by the local CCG. At the end of the COVID-19 period these package costs will need to be met by the LBR. There are additional forecasts for demand of additional homecare demand, Mental Health placements (based upon an expected 30% in year rise in referrals due to COVID-19) and placements pertaining to Learning Disabilities and Physical Disabilities.
- 5.23. There is assumed impact upon income currently of £2.721m. This relates to Financial assessments having been paused during the first two months of the crisis and a subsequent forecast drop in the percentage of client contributions held against overall care package costs.

Adult Social Care Non-COVID-19 Items

- 5.24. There are overall staffing pressures within the service of £1.190m. This is a result of the service not meeting the vacancy rate they have in their budget. This pressure also allows for the impact of the anticipated pay award assumption that the service continues to work to contain. This also reflects the reliance the service still has upon agency workers as opposed to employing more cost effective permanent staff.
- 5.25. There are net pressures of £0.183m in non-care package lines. This mainly relates to professional fees within the safeguarding service.

- 5.26. There are pressures across the placement budgets totalling £4.409m. Within Learning Disabilities the current pressure is £0.718m. This relates to new demand that was not budgeted for in 2020/21.
- 5.27. There is an offsetting variance of £0.670m relating to the day opportunities service. This reflects the fact that internal day centre provision has been closed within the period and the fact that many of the existing staff have been redeployed into the Well Being service primarily.
- 5.28. Older People are showing an overspend variance of £2.342m. The pressure is made from £1.117m from price increases to existing packages from inflation and National Living Wage increases. £1.225m is from the impact of undelivered savings in previous years. The growth allocated to the budget was built on the demand assumptions. This is after the full effect of savings delivery in 2019/20.
- 5.29. Mental Health is showing an overspend variance of £0.330m. The pressure is made from £0.180m from price increases to care packages from inflation and National Living Wage increases. Additionally, there are in-year demand pressures. There have been 9 additional clients in place from the 1 April that have had an adverse impact with a net impact of £0.150m.
- 5.30. Physical Disabilities is showing an overspend variance of £0.545m. This is being driven by £0.210m from price increases to care packages from inflation and National Living Wage increases. There has also been a net increase of 8 new packages (above the budgeted demand) from 1 April that have an approximate adverse impact upon the forecast of £0.143m. Additionally, £0.192m the impact of undelivered savings in previous years. The growth allocated to the budget was built on the demand assumptions. This is after the full effect of savings delivery in 2019/20.

PPE

- 5.31. There are forecast PPE pressures of £1.620m. This is based solely upon the actuals within April and May and extrapolated for the rest of the year.

Corporate Director of People

- 5.32. The Corporate Director of People area, including the new COVID-19 Wellbeing service, is currently forecasting an overspend of £3.253m. Of this, £1.995m is due to the impact of COVID-19, including red and amber savings of £0.100m. The variances are highlighted in the table below.

	£m	£m	Commentary
COVID-19 - Costs, Loss of Income and Savings impact			
Current Red & Amber Savings	0.100		This relates to service efficiency savings
Well Being Service	1.895	1.995	Based upon: <ul style="list-style-type: none"> ▪ Current staffing levels to end of June ▪ Reduced staff levels between June - October ▪ Assumed increase of staff levels from November - January to current staffing level. ▪ Reduced staff levels February – March
Other Variances			
Staffing	0.439	0.439	This is associated with a shortfall on achieving the vacancy factor within the budget as well as containing the assumed pay award.
Total		2.434	

5.33. There are red savings of £0.100m relating to service efficiencies that have not been developed as a result of to COVID-19 and the redeployment of resources. The cost of the Wellbeing service that has been operational since the beginning of the financial year is a significant COVID-19 cost. This is forecast until the end of the year based upon the current run rate of spends.

5.34. There are staffing pressures pertaining to the Corporate Director of People budgets of £0.439m this is associated with a shortfall on achieving the vacancy factor within the service as well as containing the assumed 3% pay award.

Contracts and Commissioning

5.35. Contracts and Commissioning is currently forecasting an overspend of £3.806m. Of this, £3.567m is due to the impact of COVID-19, including red and amber savings of £0.080m. The variances are highlighted in the table below.

	£m	£m	Commentary
COVID-19 - Costs, Loss of Income and Savings impact			
Current Red & Amber Savings	0.080		Linked to savings on voluntary contracts and staffing efficiencies.
Care Provider Support	3.487	3.567	
Other Variances			
Staffing	0.239	0.239	Relates to long term absences and containment of the assumed pay award.
Total		3.806	

5.36. There are red savings of £0.080m relating to service efficiencies that have not been developed as a result of to COVID-19 and the redeployment of resources. £0.050m relates to efficiencies upon voluntary contracts that have also been impacted by COVID-19 Care provider support is a forecast for the full year. This includes the agreed 10% uplift of care package for the ten week period between March and June and the Infection Control Fund payments.

5.37. There is an additional variance of £0.239m as a result of staffing pressures that relate to long term absences and containment of an assumed pay award.

Public Health

5.38. Public Health is currently forecasting an overspend of £0.725m. Of this, £0.358m is due to COVID-19 related items, including current amber savings of £0.300m.

	£m	£m	Commentary
COVID-19 - Costs, Loss of Income and Savings impact			
Current Amber Savings	0.300		Increase in the recharge from the Public Health budget to substitute against Public Health related activity currently funded by the General Fund.
Care Provider Support	0.058	0.358	
Other Variances			
Sexual Health	0.367	0.367	This relates to demand for sexual health services and is based upon last year's activity levels. The service was able to mitigate against these costs in 2019/20 but that action is expected to be non-recurring so this is a projected pressure in 2020/21. Further review and work will be

	£m	£m	Commentary
			undertaken into how this cost can be contained.
Total		3.806	

- 5.39. There is a net overspend of £0.367m arising mainly from sexual health and additional forecast demand for services upon this budget. There are longer term pressures pertaining to demographics and population growth. The service has been able to contain costs related to these issues in previous years but those action are non-recurring in this year. Further review and work will be undertaken into how this cost can be contained.

Children & Families

- 5.40. Children's and Families is currently forecasting an overspend of £6.002m after cost reductions and mitigations of £0.632m.

- 5.40.1 Savings upon agency costs of £0.632m. The current run rate is forecasting a pressure equal to this amount. There is continued work to agency workers contracts and also move to a greater proportion of permanent staff. The permanent staff forecast has included additional permanent staff through the year and is subsequently forecast above the current run rate forecast.

- 5.41. Of the £6.002m forecast overspend, £4.272m is due to the impact of COVID-19, including red and amber savings of £2.384m. The variances are highlighted in the table below.

	£m	£m	Commentary
COVID-19 - Costs, Loss of Income and Savings impact			
Current Red & Amber Savings	2.384		These manly relate to demand budgets and placement savings.
Workforce Pressures	0.400		Mainly projected costs of additional assessments
Domestic Violence Service	0.069		New service set up in response to COVID-19
Demand Pressures	1.400		Projected demand pressures that may be delayed due to COVID-19 Also the cost of placement retainers.
Loss of income – Safeguarding Board	0.019	4.272	
Other Variances			
Placement demand and activity pressures	0.860		Demand/activity pressures within Children with Disabilities, Leaving Care and Asylum Seekers.
Other	0.870	1.730	Mainly relates to staffing pressures. Service areas continue to carry high level of agency workers as well as containing an assumed pay award.
Total		6.002	

COVID-19 Items

- 5.42. There are red and amber savings of £2.384m. £1.373m of these relate to LAC placement budgets with the remainder within Leaving Care and service efficiencies.
- 5.43. £0.400m mainly relates to forecast demand for social care and residential assessments after the COVID-19 crisis period.
- 5.44. The Domestic Violence service that has been set up in response to COVID-19 has a cost of £0.069m.

- 5.45. Demand pressures have been identified of £1.400m relating to costs that has been slowed by COVID-19. This is for UASC and non-UASC placements across LAC, Children with Disabilities and Leaving Care. This also factors in the fact that currently the Council is incurring placement retainer costs for expected demand when referral activity increases later in the financial year.
- 5.46. Within the safeguarding board budget there is forecast lost training income owing to COVID-19 with some uncertainty as to whether making this training virtual will generate the same income stream.

Non-COVID-19 Items

- 5.47. There are demand pressures totalling £0.860m. These relate to Children with Disabilities and Fostering and Adoption placement budgets. These are the result of current activity within homecare and direct payments being above the budgeted level for these budgets as well as price increases. The in-year demand built into the budget has been applied to LAC placements so there is no growth provision to cover this demand. Further review work is taking place into these placement budgets to identify how this pressure can be mitigated. There are additional pressures of £0.870m relating mainly to staffing pressures and the high level of agency staff within the service area as well as containing the assumed pay award. This will be in addition to the £0.349m that has been applied to staffing growth within the Community Social Work service area that is for specific creation of posts.

Education & Inclusion

- 5.48. Education and Inclusion is currently forecasting an overspend of £4.186m after cost reductions and mitigations of £0.374m being applied. The major cost reductions contributing to this reported position are:
- 5.48.1 Staffing cost reductions of £0.315m. This will be achieved through limiting agency through the year.
- 5.48.2 Other Supplies and Services reductions of £0.059m.
- 5.49. Of the revised forecast of £4.186m there is £3.177m due to the impact of COVID-19, including red savings of £1.040m. The variances are highlighted in the table below.

	£m	£m	Commentary
COVID-19 - Costs, Loss of Income and Savings impact			
Current Red & Amber Savings	1.040		Relates to £0.492m SEN transport saving and £0.548m to traded income.
Loss of Income	1.048		Relating mainly to penalty notices and school buy backs.
Workforce Pressures	0.125		Projection based on staff redeployment.
School Openings Outside of Term Time	0.223		Mainly driven by opening schools in the Easter break.
SEN transport	0.700		Projection related to potential demand activity.
Children Centres	0.009		
PPE	0.032	3.177	
Other Variances			
Early Years/Children Centres	0.419		The forecast overspend is driven by: <ul style="list-style-type: none"> ▪ a historical saving item of £0.350m linked to the restructure of the Early Years service and Children Centres. ▪ £0.069m from staffing forecast overspends linked to containment of the assumed pay award and staff needed to cover long term absences.

	£m	£m	Commentary
Transport	0.177		<ul style="list-style-type: none"> ▪ £0.127m of the pressure has been projected by the full year effect of the new routes introduced in 2019/20. The £0.200m of growth applied to SEN Transport has partly offset this pressure along with pressures that have brought forward from previous years. Spend to date is relatively low and further investigation in ongoing into the impact of COVID-19 upon existing transport provision costs. ▪ £0.050m relates to staffing pressures brought about by the assumed pay increase within the service.
Youth Offending	0.115		There is a forecast overspend related to young people on remand. At current activity levels this would result in an actual pressure of £0.080m. There is additional demand factored into the forecast of £0.035m.
Youth Service	0.149		Mainly staffing pressures that have been driven by long term absences of staff and the need to backfill these posts with agency and fixed term staff.
EOTAS Education Otherwise Than At School (EOTAS)	0.114		The income target is currently assessed as unachievable relating to the clawback of respite and inclusion costs for children not being educated in a school setting from the overall service expenditure.
Premature Retirement Benefits	0.022	1.009	
Total		4.186	

COVID-19 Items

- 5.50. There is COVID-19 related non-delivery of savings of £1.040m. These relate to the undelivered SEN transport saving £0.492m and savings around traded income and efficiencies linked to the creation on the new company for schools services that has now been postponed of £0.548m.
- 5.51. There are additional COVID-19 related items related to loss of schools income £1.048m based upon the Council receiving limited amount of schools income until September.
- 5.52. A high level forecast of £0.700m has been made upon SEN Transport. This includes provision for paying providers with limited routes operating, potential additional demand from September and the additional costs of ensuring compliance with social distancing.
- 5.53. There are forecast workforce pressures of £0.125m and £0.223m extended schools openings over the Easter period. There are smaller pressures upon Children Centres and on some equipment purchases.

Non-COVID-19 Items

- 5.54. There are pressures within the early years and Children Centres budgets (£0.419m) in terms of containing spend of the restructured service within available budgets. The restructured service became operational in September 2019 so 2020/21 represents the first full year of operation. The overspend is driven mainly by an historical saving item of £0.350m linked to the restructure of the Children Centres with the remaining £0.069m from staffing over spends linked to containment of the pay ward.
- 5.55. There are pressures within the SEN transport service (£0.177m) relating to the full year impact of new routes implemented in 2019/20 (£0.127m) as well as staffing pressures (£0.050m). The pressure upon planned routes is after the MTFs growth of £0.200m has been applied to this budget. This pressure is in addition to those identified COVID-19 issues. The spend to date is relatively low and further investigation is ongoing into the impact of COVID-19 upon existing transport provision costs.
- 5.56. Youth Offending Team and the Youth Service are reporting a combined pressure of £0.265m. The Youth Offending team are forecasting a pressure of £0.115m linked to young people being placed upon remand that carries a significant placement cost for the Council. There is allowance for further growth in remand cases of £0.035m that will be reviewed through the year. There is an overspend of £0.149m upon Youth Justice relating to staffing costs that is mainly driven by additional staff being required to cover long term absences.
- 5.57. Within EOTAS the net income target of (£0.114m) is currently assessed as unachievable relating to the cost clawbacks of respite and inclusion costs for children not being educated in a school setting from the overall service expenditure. There is a smaller pressure upon Premature Retirement costs of £0.022m.

Regeneration & Culture Directorate

Latest budget	Total Run rate forecast	Service		Variance
		Management Actions	Forecast Outturn	
		£m	£m	
6.835	12.760	(0.458)	12.302	5.467

- 5.58. The Regeneration and Culture Directorate is currently forecasting a £5.469m overspend. Of this £4.815m is due to the impact of COVID-19, including red and amber savings of £1.510m. The variances are highlighted in the table below.

	£m	£m	Commentary
COVID-19 - Costs, Loss of Income and Savings impact			
Leisure & Culture Service	2.200		Including budgeted saving
COVID-19 Fencing in parks	0.100		Emergency fencing to stop play parks usage during Lockdown.
Non- achievement of income target saving – buy back of lease	0.510		Lease negotiations have not taken place due to COVID-19
Community Infrastructure Levy Saving	0.500		CIL offset will not be identifiable until later in the year
Net loss of income and external fees, charges and commercial income	1.505		Provision for bad debts and building control income
Staffing Redeployment	(0.128)		Due to COVID-19
Miscellaneous Items	0.061	4.478	

	£m	£m	Commentary
Other Variances			
Director of Regeneration & Culture	(0.001)		
Leisure & Culture Service	0.654		Historic and ongoing pressures within the management agreement
Regeneration & Property	0.066	0.719	
Total		5.467	

- 5.59. Regeneration, Property and Planning (RPP) are currently forecasting a £2.514m overspend for month 2. This overspend is largely due to anticipated pressures placed on property income, rents and bad debts affected by COVID-19 and may increase as further intelligence emerges from the property team of the impact on the Councils portfolio.
- 5.60. RPP are reviewing all opportunities to mitigate the overspend including a special budget meeting with all budget managers, several service area restructures, reducing costs to essential items only and digitalisation. It is anticipated that these measures will help to mitigate the overspend.
- 5.61. There is a 2020/21 savings target to utilise Community Infrastructure Levy funding of £0.500m against revenue expenditure. However to date there has not been an agreed list of schemes to allocate this due to COVID-19 taking priority, therefore this is currently showing as Amber in the savings tracker but there should be an agreed plan for this by the end of the year.
- 5.62. There is a target income based on a lease buy-back of £0.510m; given the current COVID-19 pressure the lease negotiations have not happened and therefore the savings will not be achieved, this is included in the forecast overspend.
- 5.63. There have been a number of redeployments within Regeneration which has meant journals of staff time amounting to £0.128m have happened. These redeployments have started to be wound up and will end by end of June 2020.
- 5.64. Leisure and Culture service is currently forecasting a £2.954m overspend relating to an underlying deficit of £0.150m, red savings of £0.500m, one-off costs that will be incurred in this year of £0.504m and costs associated with COVID-19 due to the closure of the vast majority of leisure sites. There are ongoing discussions with the provider regarding pressures they face due to COVID-19. Discussions are ongoing regarding the COVID-19 implications for the Leisure and Culture budget.
- 5.65. **Regeneration and Culture Finance Forecast to Service Forecast** – the main difference in forecasts is due to income assumptions in Regeneration as the finance run rate is based on the Q1 charging as a run rate and Service believe they will achieve the full budget (£0.488m). Within the Corporate Director there is an additional post required (part-year) and due to be recruited to for Leisure Client (£0.030m).

Resources Directorate

Latest budget	Total Run rate forecast	Service		Variance
		Management Actions	Forecast Outturn	
£m	£m	£m	£m	£m

14.932	15.399	(0.471)	14.928	(0.004)
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- 5.66. The Resources Directorate is currently forecasting a £0.004m net underspend, after service management mitigations actions totalling £0.471m. These are primarily made up of Magistrates Courts income of £0.300m which is thought to be delayed rather than unachievable and a delaying the recruitment of some roles.
- 5.67. The underspend also includes the net additional pressures totalling £0.429m due to the impact of COVID-19. Excluding the impact of COVID-19, the forecast underspend at month 2 is £0.433m. All Resources savings are rated blue (fully delivered). The variances are highlighted in the table below.

	£m	£m	Commentary
COVID-19 - Costs, Loss of Income and Savings impact			
Housing benefits / local tax collection	0.200		Additional resilience contract costs and overtime due to COVID-19
Registrars' income	0.146		Loss of income due to COVID-19
Staff Costs	0.018		
Cost of additional technology	0.025		
Income	0.050		Reduced income due to COVID-19
Miscellaneous variances	(0.010)	0.429	
Other Variances			
Income from schools / other external sources	0.625		Reduction in the number of schools buying services and income from services to other external bodies
Staff costs	(0.750)		Savings in salaries / agency / contractor costs due to vacancies and delayed recruitment as a result of COVID-19
Income from schools / other external sources	0.186		Reduction in the number of schools buying services and income from services to other external bodies
External funding	(0.465)		New burdens funding and higher than budgeted other external funding within housing benefits and elections
Miscellaneous variances	0.029	(0.433)	
Total		(0.004)	

- 5.68. Across the Directorate, there are forecast savings in salaries and agency costs due to vacancies and recruitment and restructuring processes being delayed as a result of COVID-19. In some areas, however, particularly benefits and registrars, additional staffing costs (including outsourced benefits processing) are forecast as a result of COVID-19. Within the Housing Benefits service, these additional costs are offset by higher than budgeted benefits administration grant and new burdens funding.
- 5.69. These forecast underspends are offset by lower than budgeted income from selling services to schools and other external bodies. In particular, as in 2019/20, the number of schools buying the Council's payroll services is reducing. The IT Department has an income generation target for providing services to external customers and Council companies. At the present time, there are no firm proposals as to how this income will be achieved. The service is developing a cost recovery model to enable it to sell its services.
- 5.70. The Registrars Service has been particularly affected by COVID-19 as no marriages, civil partnerships or citizenship ceremonies have been able to take place so far this year. A loss of income of £0.146m is forecast. The local land charges service has a challenging income target and the likelihood of achieving this has reduced further

due to the suspension of property transactions for a period. A shortfall in income of £0.050m is forecast.

Strategy Directorate

		Service		
Latest budget	Total Run rate forecast	Management Actions	Forecast Outturn	Variance
£m	£m	£m	£m	£m
4.545	6.860	(0.009)	6.851	2.306

- 5.71. The Strategy Directorate is currently forecasting a £2.306m net overspend of after management mitigations of £0.009m. This overspend includes additional pressures totalling £2.263m due to the impact of COVID-19, made up of £1.953m of savings and £0.310m of other impacts. The variances are highlighted in the table below.

	£m	£m	Commentary
COVID-19 - Costs, Loss of Income and Savings impact			
Red rated savings	1.953		£1.715m relates to cross-cutting savings, £0.158 to customer services' savings and £0.080m to policy savings.
Additional costs / reduced income due to COVID-19:			
▪ Communications	0.129		Redeployment to comms, customer contact centre and BECC; Health & Safety manager post; loss of communications income
▪ Customer Services	0.068		
▪ Community Safety & Protection	0.113	2.263	
Other Variances			
Redeployment of staff	(0.058)		
Digital First project costs	0.180		Costs may be capitalised in the future
Salary savings	(0.043)		Savings in salary / agency costs across the directorate due to vacancies and delayed recruitment
Miscellaneous variances	(0.036)	0.043	
Total		2.306	

- 5.72. The principal reason for the forecast overspend for the Strategy Directorate is non-delivery of Council-wide cross-cutting savings which are currently recorded against the Strategy Directorate. This includes cross-cutting savings of £0.700m which were not delivered in 2019/20 and have been rolled forward to 2020/21. COVID-19 will impact on the Council's ability to deliver these savings in 2020/21. £0.800m of the cross-cutting savings relate to the Digital First project. As firm capital investment proposals are developed, these costs may be able to be capitalised, however until that time they are forecast as revenue costs within the Strategy Directorate. Savings in customer services are also currently forecast not to be delivered as the service is in responsive mode and delivering a critical service.
- 5.73. The Strategy Directorate is forecasting additional costs and loss of income due to COVID-19 of £0.310m. This includes the cost of staff redeployed to the customer contact centre, communications and the Borough Emergency Control Centre, a Health and Safety Manager post and communications income generation targets that are not able to be achieved.

Corporate

- 5.74. The Corporate budget is £60.560m. It is currently forecasting an underspend of £10.032m. This is made up of the following:
- 5.74.1 £3.000m corporate contingency is available to be utilised
 - 5.74.2 £3.232m of growth held for services, which will be allocated to services
 - 5.74.3 £2.000m of risk provision which will be allocated to services to mitigate ongoing pressures
 - 5.74.4 £1.800m reduction in employers pension contribution resulting from a favourable revaluation of pension fund investments
- 5.75. In addition the Council has received £15.686m of Government grant for the COVID-19 response. This is not expected to be nearly sufficient to cover the financial impact of COVID-19 and therefore has not been allocated to specific services.

6. Mitigation Action Plans

- 6.1. As agreed by Cabinet on 19 May 2020 as part of the Outturn Report 2019/20, reports from relevant Corporate Directors have been included as appendices D(i-vi) to address what is being done to address overspend in 2019/20 so that they are not continued in 2020/21. It is expected that these will address underlying budget issues, however these reports do not attempt to address the new pressures resulting from the COVID-19 pandemic.
- 6.2. Despite the current forecast service overspend, services are still working to manage within the budgets agreed by Members as outlined in paragraph 4.2. It is however recognised that this may not be possible due to the COVID-19 pandemic, and the aim at this time is to mitigate any non-COVID-19 related overspends as well as identify what can be done to further reduce net spend given that the anticipated cost of COVID-19 is far in excess of currently announced government funding.
- 6.3. As agreed by Cabinet on 19 May 2020 as part of the Outturn Report 2019/20, the list of services currently forecasting an overspend and therefore required to produce an Action Mitigation Plan to present to the next Cabinet meeting as per financial standing order 129 are:
- Civic Pride
 - Housing
 - Corporate Director of People
 - Adult Social Care
 - Public Health
 - Children & Families
 - Contracts & Commissioning
 - Education & Inclusion
 - Leisure & Culture
 - Regeneration & Property
 - IT
 - Communications
 - Customer Services
 - Director of Strategy
 - Change & Business Intelligence
 - Community Safety & Protection
- 6.4. Should members wish to exclude the impact of COVID-19 related overspends for the purpose of paragraph 129, Civic Pride and Regeneration & Property would be excluded from the above list.

7. Virements

Inter Directorate Virements

7.1. There has been an Inter-Directorate virement since the original budget per Council in February 2020. This was:

7.1.1 The allocation of £0.200m from Corporate budgets to fund the high-level management restructure, the funding of which had been agreed in principle during 2019/20. By necessity this virement also involved some movement of budgets between Communities and Regeneration and Culture.

Intra-Directorate Virements

7.2. Intra-Directorate Virements have taken place as part of a review of budgets at the start of the year, these were mainly internal realignments within service areas to better reflect expected spend patterns and better enable budget monitoring.

8. Saving Plans

8.1. Budget savings have been incorporated within each Directorate's base budgets and forecasts. There will be additional financial pressures built into forecasts over and above these savings. These are summarised in table 3 below and the detailed movements can be found in Appendix B(i) and B(ii).

Table 3a: Current Savings Position

2020/21 SAVINGS TRACKER Month 2						
Directorate	R	A	G	B	Total Net Savings to be delivered	% Savings on track against target
	£m	£m	£m	£m	£m	%
Communities	(3.432)	(1.404)	(0.940)	0.020	(5.756)	16%
People	(9.777)	(2.922)	(0.314)	(0.550)	(13.563)	7%
Regeneration & Culture	(1.010)	(0.500)	-	(3.350)	(4.860)	69%
Resources	-	-	-	(0.951)	(0.951)	100%
Strategy	(1.953)	-	-	-	(1.953)	0%
Directorate Savings	(16.172)	(4.826)	(1.254)	(4.831)	(27.082)	22%
RAG Status as % of Savings Total	59.7%	17.8%	4.6%	17.8%	100.0%	-

8.2. To enable Members to quickly identify areas of greatest concern, savings are classified as follows:

Red	Savings which are having difficulty achieving delivery plan milestones or there are other reasons to believe they are unlikely to deliver on time. <i>E.g. Where there is no hard evidence of delivery, unsure of how the saving will happen or how the proposal will be achieved or there is a known problem preventing on time delivery.</i>
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Amber	Savings which are yet to be delivered and substantial risks to achievement may exist. <i>E.g. There is some progress towards delivery but not enough to be classified as green as yet. Potentially project delivered but insufficient evidence of saving being achieved as yet.</i>
Green	Savings that are expected to be delivered but risks to achievement may exist. <i>E.g. Change delivered and expected to deliver savings (but dependant on demand etc).</i>
Blue	Savings that have been delivered. <i>E.g. Saving delivered (e.g. restructure completed so certain to deliver unless there is another conscious change).</i>
Substitution	Where an approved saving has been substituted for an alternative with the substitute saving and now moving into delivery.

- 8.3. Appendix B(i) includes the list of savings agreed at February 2020 Cabinet to be delivered in 2020/21. Appendix B(ii) includes the list of savings rolled forward from 2019/20 as undelivered.
- 8.4. As at the end of Month 2 a total of £16.172m of savings are classified as 'red', £4.826m are classified as 'amber', £1.254 are classified as 'green' and £4.831m of savings have been identified as having been fully delivered.
- 8.5. All savings currently forecast as 'green' are forecast to be delivered by the year-end. If not, the forecast overspend is likely to increase accordingly. This is a change from 2019/20 where 'amber' savings were also included in the forecast as being delivered by year end, however it is expected that services will continue to work towards delivering these savings on time and thereby improving their forecast year end position.
- 8.6. All 'red' savings continue to be reviewed as part of the budget process to identify whether they are simply delayed or if they are going to be an ongoing issue. Where possible ways of enabling and accelerating their delivery will be implemented. If this is not possible alternative options will need to be developed.

9. Collection Fund - Council Tax and Business Rates

- 9.1. For 2020/21, the amount of the Council Tax collected at the end of May 2020 was 20.53% against a target of 19.06%. The amount of Business Rates collected at the end of May was 61.07% against a target of 20.22%. The higher collection figure reflects much of the rates being funded by government reliefs as it responds to the ongoing pandemic. Collection on the remaining amounts is below target.

10. Housing Revenue Account

- 10.1. The Housing Revenue Account is forecasting an overspend of £1.000m mainly due to COVID-19 estimates on rent arrears given the current climate. The detail is shown in the table below.

	Budget	Actual to Month 2	Forecast Month 2	Forecast variation Month 2
	£m	£m	£m	£m
Expenditure				
Supervision & Management	5.729	1.136	5.729	-
Rent, Rates, Taxes and Other Charges	0.924	-	0.924	-
Special Services	1.431	0.094	1.431	-
Repairs & Maintenance	5.106	1.162	5.106	-
Council & Departmental Recharges	1.544	0.042	1.544	-

	Budget	Actual to Month 2	Forecast Month 2	Forecast variation Month 2
	£m	£m	£m	£m
Other Miscellaneous Expenditure	14.192	-	15.192	1.000
Total Expenditure	28.925	2.434	29.925	1.000
Income				-
Income	(28.925)	(6.658)	(28.925)	-
(Surplus)/Deficit for year	-	(4.224)	1.000	1.000

10.2. It is a little too early in the year to forecast rents. There is ongoing work on the repairs and maintenance budget and what is included for revenue and capital being carried out with the service leads.

10.3. COVID-19 assumptions on rent arrears and the impact on the bad debt provision have been estimated to be £1.000m based on the level of income the HRA is due to receive.

11. Dedicated Schools Grant

11.1. The DSG is forecasting a balanced position at year end. The total DSG allocation is £248.928m after recouplement from Academies.

12. Capital

12.1. At Month 2 the forecast outturn is £375.169m, made up of £308.917m general fund and £66.252m HRA (based on the service forecast). The summary position for Month 2. The summary position for Month 2, is set out in Table 4. Full details of all changes for the period are given below. Refer to Appendix C for the detailed Capital Programme.

Table 4: Overall Capital Programme Summary Programme for Month 2

Directorate	Revised 2020/21 Budget reported at Month 2	Total Budget Adjustments	Revised 2020/21 Budget after Month 2 Changes	Actual to Date	Forecast Outturn	Forecast Outturn Variance
	£m	£m	£m	£m	£m	£m
People	4.623	-	4.623	-	4.623	-
Communities (excl. HRA)	93.310	2.141	95.451	1.223	95.451	-
Regeneration and Culture	140.235	-	140.235	2.631	140.325	-
Resources	16.149	-	16.149	(0.001)	16.149	-
Strategy	0.573	-	0.573	(0.009)	0.573	-
Corporate	51.796	-	51.796	-	51.796	-
Total - General Fund	306.776	2.141	308.917	3.845	308.917	-
Total - HRA	66.252	-	66.252	0.603	66.252	-
Total	373.028	2.141	375.169	4.448	375.169	-

12.2. Additional grant funding of £2.141m has been notified for Disabled Facilities Grant from the Better Care fund for 2020/21 and this has been added to the Civic Pride capital programme.

12.3. The following virements have been identified within Resources, to consolidate budgets:

- £0.104m reduction in relation to Data Centre Cloud Migration

- £0.209m increase in relation to End Point Computing Refresh
- £0.443m reduction in relation to IT Modernisation-Network Equipment
- £0.575m reduction in relation to IT Modernisation-Server and Storage Equipment
- £4.426m reduction in relation to Modernising IT – Applications
- £0.119m increase in relation to IT Modernisation - Resources and People
- £0.060m reduction in relation to Telephone IT Modernisation
- £0.010m reduction in relation to Election Software Procurement
- £0.082m reduction in relation to IT Strategy - Redbridge internet
- £0.794m increase in relation to Lifecycle and Refresh
- £0.152m increase in relation to Rationalise and Improve
- £4.426m increase in relation to Modernising IT Applications

12.4. There is no slippage in relation to the HRA capital programme based on Service forecast.

13. Risk Analysis

13.1. Table 5 below sets out the key in year risks that were identified in the 2020/21 budget report which relate to this financial year and sets out a current assessment of each. An additional item has also been added for COVID-19 however this is covered in more detail elsewhere in this report.

Table 5: Risks

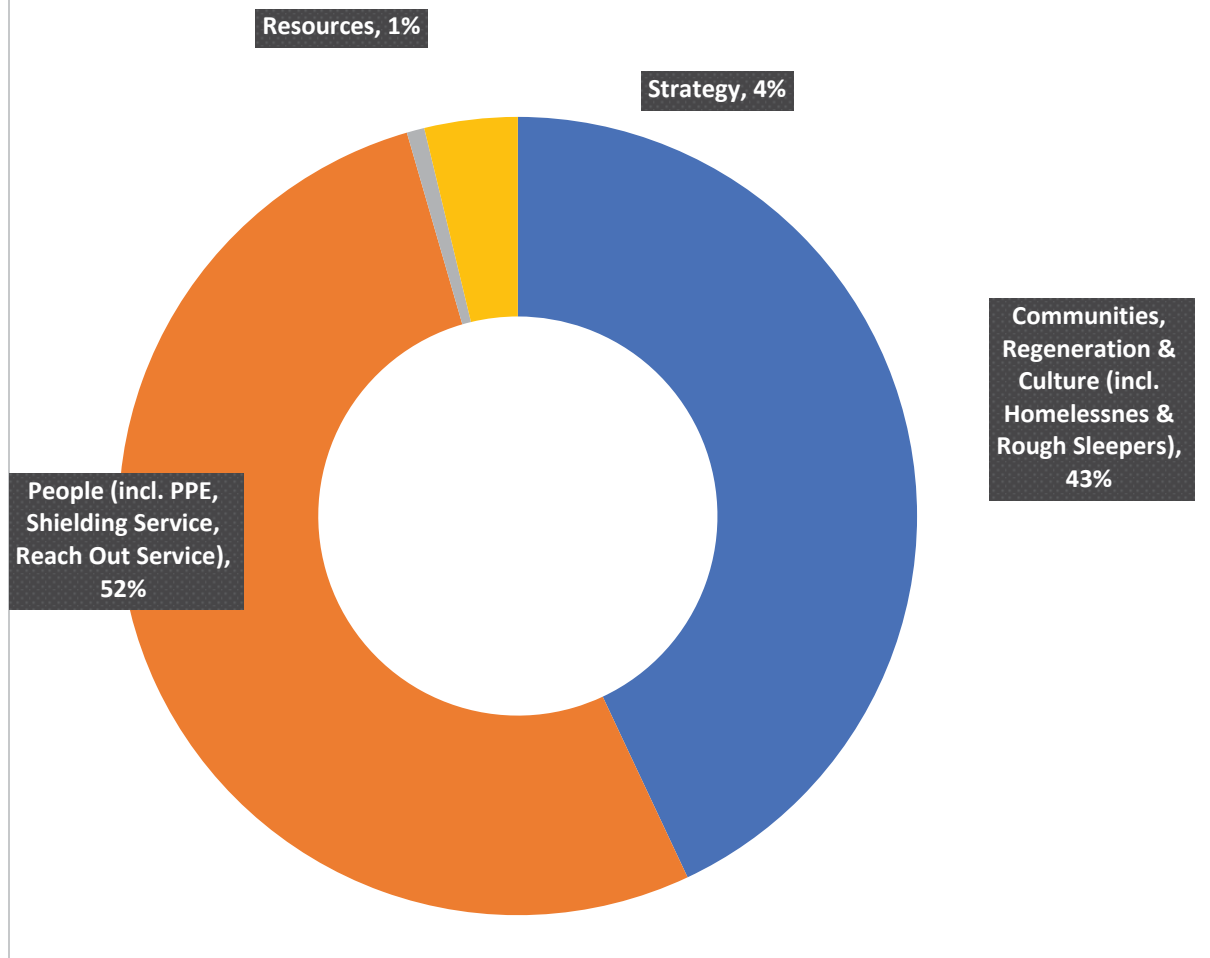
Description	Current Assessment
COVID-19	COVID-19 is having wide ranging impacts across the community and the world. The forecast reflects the current estimate of what the financial impact will be on the Council. It remains a significant, ongoing risk as there is much uncertainty as to the ongoing impacts on the community. The required response from the Council as progression is made into the second half of the calendar year, as well as the impact on the wider economy are still very uncertain. Some of this is addressed further within specific points below.
Delivery of Savings	As noted in section 8, 57.0% of savings are rated as Red, which indicates they are not anticipated to be delivered this year and a further 19.0% as Amber, indicating that there is considered to be a high risk that they will not be delivered in this year. A further 4.9% are rated Green so are expected to be delivered but there remains a low risk that they will not. This low level of savings delivery is primarily due to the impact of COVID-19 and will be kept under review during the year.
Income Uncertainties	Collection for Council Tax is currently ahead of target, however this is still to be considered a significant risk as the end of furlough is reached at the end of October along with the wider economic recession. Collection of Business Rates well ahead of target due to much of the anticipated collectable amount being funded by Government reliefs, however there are concerns about the level of collection on the remaining balance. This will need to be regularly reviewed given the anticipated significant economic recession. There has been significant impact from COVID-19 on other income collection, most notably at this stage in Parking. This will continue to be monitored as a high risk area, with improvement anticipated in some areas as the lockdown is lifted but potential for reductions due to the wider economic situation and the knock-on effect on consumer confidence.

Description	Current Assessment
Demographic Cost Pressures	Given the volatile nature of the service drivers adults and children's social care and housing remain high risk areas. This is reflected in the current forecast and has potential to be more volatile than in other years as a result of COVID-19.
Inflation	Any inflationary increases above assumptions in the MTFS will result in a budget pressure. This includes pay inflation, which has not yet been agreed. Progress on negotiations nationally indicate it may be a more significant pressure than in recent years.
Capital Programme	The programme is currently subject to review, particularly to consider the deliverability of projects impacted by COVID-19 as well as wider consideration as to how the programme aligns with priorities at this time
Economic Conditions and Interest Rates	Fluctuations in interest rates remain uncertain. Any changes to interest rates will impact on both current borrowing and lending.
Brexit transition period ending	This continues to be an open-ended risk, with significant uncertainty about what the outcome of current negotiations will be and the wider societal and economic impacts of this.

14. Impact of COVID-19 Pandemic

- 14.1. The BCR report incorporates the latest forecast of the financial impact on the Council of the COVID-19 Pandemic in 2020/21, and is materially in line with the June COVID-19 return to MHCLG. The forecast predicts additional expenditure pressures of £45.607m (including all savings not forecast to be delivered) and potential income losses of £14.840m, making a total gross impact of £60.477m. Against this gross impact, the Council has thus far received £15.686m. Expenditure pressures are already arising from the direct interventions made by the Council, particularly in providing the wellbeing service, the provision of PPE and supporting care providers and other partners and rough sleepers. Provision has also been made for future increases in demand around social care and homelessness as furlough and eviction protections are unwound and the recessionary impact of the pandemic bites. Clearly as attention has necessarily been diverted to respond to the emergency, the Council's ability to land its planned savings has also been compromised.
- 14.2. Income losses reflect the fact that during lockdown there has been a consequential lack of income generation as fee paying services have been closed or simply unavailable. Being prudent, it is also necessary to provide for the eventuality that debts due may go bad, and therefore have made allowance for increases in bad debt provisions across a wide range of income sources.

COVID-19 £60m Pressure 2020/21



14.3. Although outside the scope of this BCR report, the financial impact of COVID-19 will have a longer lasting effect. The Council already has experienced a large increase in working age council tax reduction discounts, that reduces the council tax yield. Once again being prudent, increases in bad debt provisions across business rates and council tax have been modelled. However these losses, although occurring in the current year fall to be accounted for in 2021/22. Current forecasts allow for a £14.940m reduction in accountable tax incomes in that year. Should the recession last any length of time, the 2021/22 impact may be even larger should the underlying tax bases remain depressed. The COVID-19 pandemic has a multi-year financial impact that will require a multi-year response.

14.4. Headline Government funding to date has been limited to £15.686m. There have however been a number of discrete additional funding streams that largely are either ring fenced to particular purposes or simply passported onwards; using the Council as the delivery mechanism.

	National Pot	Redbridge Allocation
	£m	£m
General Grant		
COVID-19 general grant - tranche 1	1,600.000	7.404
COVID-19 general grant - tranche 2	1,600.000	8.282
	3,200.000	15.686
Other COVID-19 Related Grants		

	National Pot	Redbridge Allocation
Rough Sleeper Grant	3.000	0.012
Rough Sleeper Grant	85.000	tba
Welfare Grant	63.000	0.292
Ring Fenced grant		
Infection Control Grant (25%)	150.000	0.465
Reopening High Streets Safely Fund	50.000	0.270
Hardship grant (council tax reduction)	500.000	2.023
Track and Trace	300.000	1.279
Passported Grants		
Business Grants	12,333.504	49.612
Infection Control Grant (75%)	450.000	1.395

- 14.5. The grants that have been received that support additional Council expenditure have already been used to off-set the costs, and therefore do not reduce COVID-19 forecast. The Government has also paid a number of other grants early, that assist in-year cashflows, but do not ultimately impact on the overall financial impact.
- 14.6. Since the June COVID-19 return was made, the Government has announced a further round of financial support, over and above the £15.686m already announced. A further £500.000m is due to be distributed to English local authorities in a third tranche of general grant. The allocation method has not yet been set, although it has been announced it will differ from the previous methods used. It is not possible therefore to be certain of how much grant Redbridge will receive of this share.
- 14.7. The same announcement indicated that the Government is to offer help with lost income from sales, fees and charges. However, we await the details on which to project the potential financial assistance this might represent. It is clear that Redbridge would need to pick up the first 5% of qualifying losses, and then the Government would recompense 75% of the remaining loss. What is unknown at this stage is what the qualifying losses might be; for example would it include provisions for bad debts? Housing and other rents also appear to be outside of the scheme.
- 14.8. Finally, the Government also announced assistance around losses in the collection fund, with any loss being spread over the next three years rather than having an impact in one go in 2021/22 as would normally be the case.
- 14.9. These latest announcements, although welcome, are thus far wholly insufficient to address the forecast financial impact and will still leave a significant budget impact as a result of COVID-19. This underfunding threatens the council's ability to continue to deliver all its services at the same level in the next financial year. Redbridge is still expecting that the Government honours, in full, its 16 March 2020 statement that it "stands ready to do whatever is necessary to support councils in their response to the coronavirus".

15. Conclusion

- 15.1. There is an expectation that Corporate Directors manage expenditure within their Directorate budgets and deliver all agreed savings or identify substitutes and implement alternative savings proposals. This includes taking mitigating action, such as minimising expenditure, in order to manage any pressures that may materialise.

15.2. With regard to spending and actions for an overspent budget the following Financial Standing orders paragraphs 125.2 and 129 below are required to be adhered to:

- *125.2 No power is delegated to any Chief Officer to spend above the Approved Budget for their Service Area unless or until the Executive has approved in advance the spending.*
- *129.1 Where it appears that an approved Revenue Budget may or will overspend by £200,000 or 5% of the Gross Budget for the Service concerned (whichever is the smaller) or an approved Capital Scheme will overspend by any amount, then the responsible Chief Officer will notify the Corporate Director of Resources, the Cabinet Member and the Executive and will immediately take steps to investigate the reason and to rectify the situation.*
- *129.2 Where it appears that no action by Officers can prevent an overspend as defined in 127.1 above, the Chief Officer will make a report setting out an Action Plan to the next meeting of the Executive following the initial notification of the overspend to the Executive.*

16. Fairness Implications, including Equality and Diversity

16.1. In summary, section 149 of the 2010 Act requires the Council, when exercising its functions, to have 'due regard' to the need to:

- a) Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act (which includes conduct prohibited under section 29);
- b) Advance equality of opportunity between people who share a relevant protected characteristic and those who don't share it;
- c) Foster good relations between people who share a relevant protected characteristic and those who do not (which involves having due regard, in particular, to the need to tackle prejudice and promote understanding).

16.2. Under the PSED the relevant protected characteristics are:

- Age
- Disability
- Gender Reassignment
- Pregnancy & Maternity
- Race
- Religion
- Sex
- Sexual Orientation

16.3. In respect of the first aim only i.e. reducing discrimination, the protected characteristic of marriage and civil partnership is also relevant.

16.4. Having due regard to the need to 'advance equality of opportunity' between those who share a protected characteristic and those who do not includes having due regard, in particular, to the needs to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;

- Take steps to meet the needs of persons who share a protected characteristic where those needs are different from the needs of persons who do not share that characteristic;
 - Encourage those who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 16.5. Further, section 149 provides that the steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 16.6. Compliance with the duties in section 149 may involve treating some persons more favourably than others, but that is not to be taken as permitting conduct that would otherwise be prohibited under the Act (which includes breach of an equality clause or rule, or of a non-discrimination rule).
- 16.7. Equality Impact Assessments are carried out to establish whether changes proposed to existing and/or new policies, services or decision outcomes are likely to have an impact, either negative or positive, on groups with 'protected' characteristic status as defined by the Equalities Act 2010.
- 16.8. This report sets out the financial performance of the Authority and does not propose any changes to approved policies, services or decision outcomes. Performance is reported in relation to the 2019/20 Budget, which was agreed by Council on 28 February 2019. All budget options that formed part of this budget were subject to an Equality Impact Screening Assessment and where appropriate a full Equality Impact Assessment.

17. Staffing Implications

- 17.1. There is no direct staffing implication arising from this report.

18. Financial Implications

- 18.1. The financial implications are set out in the main body of this report.

19. Legal Implications

- 19.1. The regular reporting of budgetary control constitutes sound financial practice and accords with the Council's Financial Standing Orders, especially Standing orders 128 and 129.

Background Papers

Revenue and Capital Budget 2020/21, MTFs 2020/21 – 2024/25 and Council Tax 2020/21

Directorate Revenue Budgets as at Month 2
Appendix A

Department	Budget as Per Council Feb 2020	Virements	Revised Budget as at Month 2	Actuals to date (includes commitments) Month 2	Revised Run Rate Forecast	Service Management Actions	Service Forecast Outturn as at Month 2	Forecast Variation
	£m	£m	£m	£m	£m	£m	£m	£m
COMMUNITIES								
Civic Pride	5.531		5.531	8.154	15.742	(0.480)	15.262	9.731
Mortality Planning	-		-	0.101	0.863	-	0.863	0.863
Director of Communities	0.354	(0.104)	0.250	0.048	0.250	-	0.250	-
Housing - General Fund	6.872		6.872	0.082	18.491	(0.460)	18.031	11.159
Communities Directorate Net Total	12.757	(0.104)	12.653	8.385	35.346		34.406	21.753
PEOPLE								
Corporate Director of People	0.819		0.819	0.514	1.358	-	1.358	0.539
Covid - Well Being	-		-	0.173	1.895	-	1.895	1.895
Adult Social Care	56.621		56.621	12.472	79.452	(1.243)	78.209	21.588
Covid - PPE	-		-		1.620	-	1.620	1.620
Public Health	(0.173)		(0.173)	1.437	0.552	-	0.552	0.725
Children & Families	29.522		29.522	3.872	36.156	(0.632)	35.524	6.002
Contracts & Commissioning	1.169		1.169	1.351	4.975	-	4.975	3.806
Education & Inclusion	9.083		9.083	1.356	13.643	(0.374)	13.269	4.186
People Directorate Net Total	97.041	-	97.041	21.175	139.651	(2.249)	137.402	40.361
REGENERATION & CULTURE								
Director of Regeneration & Culture	0.150	0.154	0.304	0.013	0.273	0.030	0.303	(0.001)
Leisure & Culture	8.661	0.150	8.811	8.261	11.765	-	11.765	2.954
Regeneration & Property	(2.280)		(2.280)	(0.456)	0.722	(0.488)	0.234	2.514
Regeneration & Culture Directorate Net Total	6.531	0.304	6.835	7.818	12.760	(0.458)	12.302	5.467
RESOURCES								
Assurance	2.710		2.710	1.718	2.767	(0.008)	2.759	0.049
Finance	3.979		3.979	0.593	3.684	-	3.684	(0.295)
IT and Digital Services	5.902		5.902	3.409	6.336	(0.225)	6.111	0.209
Revenues, Benefits & Transactional Centre	2.341		2.341	26.678	2.612	(0.238)	2.374	0.033
Resources Directorate Net Total	14.932	-	14.932	32.398	15.399	(0.471)	14.928	(0.004)
STRATEGY								
Communications	0.431		0.431	0.167	0.594	(0.009)	0.585	0.154
Customer Services	1.473		1.473	0.656	1.774	-	1.774	0.301
Director of Strategy	(1.497)		(1.497)	0.031	0.252	-	0.252	1.749
Policy, Equalities and Communities	1.650		1.650	9.873	1.633	-	1.633	(0.017)
Change & Business Intelligence	0.435		0.435	0.250	0.497	-	0.497	0.062
Chief Executive	0.440		0.440	0.059	0.411	-	0.411	(0.029)
Employee Experience	1.359		1.359	0.420	1.210	-	1.210	(0.149)
Community Safety & Protection	0.254		0.254	0.445	0.489	-	0.489	0.235
Strategy Directorate Net Total	4.545	-	4.545	11.901	6.860	(0.009)	6.851	2.306
Total Departmental (Controllable)	135.806	0.200	136.006	81.677	210.016	(3.187)	205.889	69.883
Corporate								
Contingency	3.000		3.000	-	-	-	-	(3.000)
Levies and Joint Arrangements	28.491		28.491	12.871	28.491	-	28.491	-
Capital Financing Costs	27.986		27.986	0.809	27.986	-	27.986	-
Growth Held For Services	7.865		7.865	-	2.633	-	2.633	(5.232)
Covid-19 Grant	-		-	(15.686)	(15.686)	-	(15.686)	(15.686)
Corporate Items	(6.582)	(0.200)	(6.782)	7.278	(8.582)	-	(8.582)	(1.800)
Corporate Total	60.760	(0.200)	60.560	5.272		-	34.842	(25.718)
Net Budget Requirement	196.566	-	196.566	86.949		(3.187)	240.731	44.165
Corporate Use of Reserves	(2.300)		(2.300)		(2.300)	-	(2.300)	-
Collection Fund Related Funding	(194.266)		(194.266)		(194.266)	-	(194.266)	-
Core Funding	(196.566)	-	(196.566)	-		-	(196.566)	-
Total	-	-	-	86.949		(3.187)	44.165	44.165

APPENDIX B(i)

2020/21 SAVINGS TRACKER - Savings Planned for 2020/21 Month 2						
Directorate	R £m	A £m	G £m	B £m	Total Net Savings to be	% Savings on track against target
					£m	%
Communities People Regeneration & Culture Resources Strategy	(2.133) (4.796) (1.010) - (1.253)	(0.818) (1.882) (0.500) - -	(0.480) (0.314) - - -	0.050 - (3.350) (0.951) -	(3.381) (6.992) (4.860) (0.951) (1.253)	13% 4% 69% 100% 0%
Directorate Savings	(9.192)	(3.200)	(0.794)	(4.251)	(17.436)	29%
RAG Status as % of Savings Total	52.7%	18.3%	4.6%	24.4%	100.0%	-

Communities Savings 2020/21

Appendix B (i)

Directorate	Service Area	Type	Savings Ref	Description	2020/21 £m	2020/21 Red £m	2020/21 Amber £m	2020/21 Green £m	2020/21 Blue £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total	Proposal Category: I - Income E - Efficiency S - Service Reduction T - Transformation D - Demand Management G - Growth I2S - Invest to Save
Savings Planned for Delivery in 2020/21															
Communities	Civic Pride	New savings agreed at October 2018 Cabinet	19/20CP03	Parking Transformation Programme incl 19/20 ADD CP04	(0.800)	(0.800)	-	-	-	(0.900)	-	-	-	(1.700)	T
Communities	Civic Pride	New savings agreed at October 2018 Cabinet	19/20CP08	Revision to license fees for Houses in Multiple Occupation (HMOs)	(0.225)	-	-	(0.225)	-	(0.075)	-	-	-	(0.300)	I
Communities	Civic Pride	New savings agreed at October 2018 Cabinet	19/20CP02	Review of current externalised service arrangement	(0.100)	(0.100)	-	-	-	-	-	-	-	(0.100)	SC
Communities	Civic Pride	New savings agreed at October 2018 Cabinet	19/20CP01	Collaborative working to deliver elements of professional service	(0.043)	(0.043)	-	-	-	-	-	-	-	(0.043)	SC
Communities	Civic Pride	New Savings Proposed post 16 October 2018	19/20 ADD CP02	Civic Pride Service Reorganisation (Combined -Business Administration, -Transport restructure ASC/Transport/SEN/Parking -Parking Back Office Market Test -Review of Enforcement Teams)	(0.200)	-	-	(0.200)	-	-	-	-	-	(0.200)	E
Communities	Civic Pride	New Savings Proposed post 16 October 2018	19/20 ADD CP11	Fleet management - one off	0.050	-	-	-	0.050	-	-	-	-	0.050	I
Communities	Civic Pride	New Savings Proposed post 16 October 2018	19/20 ADD CP16	Bin washing services	(0.010)	-	(0.010)	-	-	-	-	-	-	(0.010)	I
Communities	Civic Pride	New Savings Proposed post 16 October 2018	19/20 ADD CP03	Waste management/in cab tech/routing	(0.084)	(0.042)	(0.042)	-	-	-	-	-	-	(0.084)	E
Communities	Civic Pride	New Savings Proposed post 16 October 2018	19/20 ADD CP08	Limit on Bulky Waste collection	(0.150)	(0.150)	-	-	-	-	-	-	-	(0.150)	SC
Communities	Civic Pride	New Savings Proposed post 16 October 2018	19/20 ADD CP06	Grey Fleet Review	(0.350)	(0.350)	-	-	-	-	-	-	-	(0.350)	SC
Communities	Civic Pride	New Savings Proposed post 16 October 2018	19/20 ADD CP09	Wi-fi on lamp columns	(0.113)	-	(0.113)	-	-	-	-	-	-	(0.113)	I
Communities	Civic Pride	New Savings Proposed post 16 October 2018	19/20 ADD CP14	Parking on Housing Land	(0.250)	(0.250)	-	-	-	-	-	-	-	(0.250)	I
Communities	Civic Pride	New Savings Proposed post 16 October 2018	19/20 ADD CP15	Workplace Levy	-	-	-	-	-	(0.875)	-	-	-	(0.875)	I
Communities	Civic Pride	Previous agreed saving	17/18 PL24	2016/17 Parking Strategy Items Uplift	(0.027)	(0.027)	-	-	-	(0.027)	-	-	-	(0.054)	I
Communities	Civic Pride	Previous agreed saving	17/18 PL25	Convert Town Hall Car Park to a Public Car Park	(0.007)	(0.007)	-	-	-	(0.007)	-	-	-	(0.014)	I
Communities	Civic Pride	Previous agreed saving	17/18 PL26	Review scope of parking permits	(0.002)	(0.002)	-	-	-	(0.002)	-	-	-	(0.004)	I
Communities	Civic Pride	Previous agreed saving	17/18 PL27	Parking adjacent to Barkingside Magistrates Court	(0.002)	(0.002)	-	-	-	(0.002)	-	-	-	(0.004)	I
Communities	Civic Pride	Previous agreed saving	17/18 PL28	Unattended CCTV Enforcement	(0.181)	-	(0.181)	-	-	(0.181)	-	-	-	(0.362)	I
Communities	Civic Pride	Previous agreed saving	17/18 PL31	Extra Civil Enforcement Officers	(0.071)	(0.071)	-	-	-	(0.071)	-	-	-	(0.142)	I
Communities	Civic Pride	New savings agreed at October 2018 Cabinet	19/20CP06	CCTV contract and operations review	(0.055)	-	-	(0.055)	-	-	-	-	-	(0.055)	I
Communities	Housing	Previous agreed saving	17/18 PL36	Housing need and homelessness prevention change programme - delivery of new permanent Council homes	(0.399)	(0.289)	(0.110)	-	-	(0.291)	-	-	-	(0.690)	D

Directorate	Service Area	Type	Savings Ref	Description	2020/21 £m	2020/21 Red £m	2020/21 Amber £m	2020/21 Green £m	2020/21 Blue £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total	Proposal Category: I - Income E - Efficiency S - Service Reduction T - Transformation D - Demand Management G - Growth I25 - Invest to Save
Communities	Housing	Previous agreed saving	17/18 PL37	Housing need and homelessness prevention change programme - reducing demand for Temporary Accommodation	(0.362)		(0.362)			(0.435)				(0.797)	D
Communities	Housing	Red Saving brought forward from 2018/19 Savings Round	17/18 PL35	Housing need and homelessness prevention change programme - additional directly managed temporary accommodation						(1.567)				(1.567)	D
Communities	Housing	Red Saving brought forward from 2018/19 Savings Round	17/18 PL36	Housing need and homelessness prevention change programme - delivery of new permanent Council homes						(0.129)				(0.129)	D
Communities	Housing	Red Saving brought forward from 2018/19 Savings Round	17/18 PL37	Housing need and homelessness prevention change programme - reducing demand for Temporary Accommodation						(0.217)				(0.217)	D
Communities	Housing	Red Saving brought forward from 2018/19 Savings Round	18/19PL06	TA Acquisition Programme						(0.500)				(0.500)	I25
Total					(3.380)	(2.133)	(0.818)	(0.480)	0.050	(5.279)				(8.659)	

Directorate	Service Area	Type	Savings Ref	Description	2020/21 £m	2020/21 Red £m	2020/21 Amber £m	2020/21 Green £m	2020/21 Blue £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total	Proposal Category: I - Income E - Efficiency S - Service Reduction T - Transformation D - Demand Management G - Growth I2S - Invest to Save
Savings Planned for Delivery in 2020/21															
People	Adult Social Services	October 2019	20/21ASC01	Reducing costs in Adult Social Care	(2,000)	(1,500)	(0,500)	-	-	-	-	-	-	(2,000)	E
People	Adult Social Services	October 2019	20/21ASC02	CCG Funding for Adults linked to NHS funding (to continue saving of 19/20ADD ASC10)	(0,200)	(0,200)	-	-	-	-	-	-	-	(0,200)	E
People	Adult Social Services	New savings agreed at October 2018 Cabinet	19/20ASC05	Home First - Reablement as a default pathway for adults	(0,264)	-	-	(0,264)	-	(0,313)	-	-	-	(0,577)	I2S
People	Adult Social Services	New savings agreed at October 2018 Cabinet	19/20ASC01	Application of assistive technology to support people with social care needs	(0,309)	(0,309)	-	-	-	(0,559)	-	-	-	(0,868)	T
People	Adult Social Services	October 2019	19/20ASC01	Reversed - 19/20 ASC01 - Application of Assistive Technology to support people with Social Care Needs	-	-	(0,250)	-	-	0,250	-	-	-	0,250	T
People	Adult Social Services	New savings agreed at October 2018 Cabinet	19/20ASC02 and 19/20ADD	People Matter- Implementing the 3 Conversations social work model	(1,000)	(0,700)	(0,300)	-	-	(1,221)	-	-	-	(2,221)	D
People	Adult Social Services	New savings agreed at October 2018 Cabinet	19/20ASC03	Learning Disabilities People Matter	(0,490)	(0,340)	(0,150)	-	-	(0,490)	-	-	-	(0,980)	T
People	Adult Social Services	New savings agreed at October 2018 Cabinet	19/20ASC04	Step down to supported living for vulnerable people	(0,040)	(0,020)	(0,020)	-	-	(0,040)	-	-	-	(0,081)	E
People	Adult Social Services	New Savings Proposed post 16 October 2018	19/20ADD ASC01	Falls Prevention	(0,050)	(0,050)	-	-	-	(0,050)	-	-	-	(0,100)	T
People	Adult Social Services	New Savings Proposed post 16 October 2018	19/20ADD ASC02	Public Health	(0,300)	-	(0,300)	-	-	(0,300)	-	-	-	(0,600)	D
People	Adult Social Services	New Savings Proposed post 16 October 2018	19/20ADD ASC05	Voluntary Community Sector	(0,050)	(0,025)	(0,025)	-	-	(0,050)	-	-	-	(0,100)	I2S
People	Adult Social Services	New Savings Proposed post 16 October 2018	19/20ADD ASC07	Green Lodge is the only provider in the borough of 24 hour short break respite accommodation for people with severe learning disabilities and complex healthcare needs.	(0,050)	-	-	(0,050)	-	(0,050)	-	-	-	(0,100)	E
People	Adult Social Services	New Savings Proposed post 16 October 2018	19/20ADD ASC08	Review of Residential and Nursing (with Placement and Brokerage)	(0,125)	(0,125)	-	-	-	(0,125)	-	-	-	(0,250)	E
People	Adult Social Services	New Savings Proposed post 16 October 2018	19/20ADD ASC10	Continuing Health Care - increased challenge (reversal of prior year saving)	0,200	0,200	-	-	-	-	-	-	-	0,200	E
People	Adult Social Services	Previous agreed saving	17/18 HSC04	Expansion of Extra Care Services	(0,080)	(0,020)	(0,060)	-	-	(0,080)	-	-	-	(0,160)	T
People	Adult Social Services	Previous agreed saving	18/19HSC12	Places to Live	(0,160)	(0,040)	(0,120)	-	-	(0,200)	-	-	-	(0,360)	E
People	Adult Social Services	New Savings Proposed post 16 October 2018	19/20ADD ASC06	Operational Efficiencies across People Directorate Combined - Robotic software provides an opportunity to automate much of the most basic processing tasks, essentially those that can be mapped as a process with a clearly defined set of rules. Their value lies in labour savings, efficiency and availability 24/7. Integrating the adult and children's safeguarding management structure	(0,060)	-	(0,060)	-	-	(0,060)	-	-	-	(0,120)	E

Directorate	Service Area	Type	Savings Ref	Description	2020/21 £m	2020/21 Red £m	2020/21 Amber £m	2020/21 Green £m	2020/21 Blue £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total	Proposal Category: I - Income E - Efficiency S - Service Reduction T - Transformation D - Demand Management G - Growth I2S - Invest to Save
People	Children & Families	October 2019	20/21CF01	Childrens Services - Service Efficiencies	(0.500)	(0.193)	(0.307)	-	-	-	-	-	-	(0.500)	E
People	Children & Families	New savings agreed at October 2018 Cabinet	19/20CF01	Investment model for Looked After Children to support children and their families and avoid more costly placements	(0.150)	(0.150)	-	-	-	(0.150)	-	-	-	(0.300)	I2S
People	Children & Families	New savings agreed at October 2018 Cabinet	19/20CF02	Reducing repeat episodes of a child becoming looked after by the Council	(0.025)	(0.025)	-	-	-	(0.025)	-	-	-	(0.050)	D
People	Children & Families	New savings agreed at October 2018 Cabinet	19/20CF03	Reducing the numbers of Children in Need	(0.053)	(0.053)	-	-	-	-	-	-	-	(0.053)	E
People	Children & Families	New savings agreed at October 2018 Cabinet	19/20CF04	A revised offer for unaccompanied young people seeking asylum	(0.152)	(0.152)	-	-	-	-	-	-	-	(0.152)	E
People	Children & Families	New Savings Proposed post 16 October 2018	19/20 ADD CF04	Restorative Justice in Domestic Abuse	(0.050)	(0.050)	-	-	-	(0.050)	-	-	-	(0.100)	D
People	Children & Families	New Savings Proposed post 16 October 2018	19/20 ADD CF01	Limit use of paid interpreters and increase the use of technology	(0.040)	-	(0.040)	-	-	-	-	-	-	(0.040)	E
People	Children & Families	New Savings Proposed post 16 October 2018	19/20 ADD CF02	Recruitment & Retention of Foster Carers with potential tri-borough Partnership	(0.050)	(0.050)	-	-	-	-	-	-	-	(0.050)	E
People	Children & Families	New Savings Proposed post 16 October 2018	19/20 ADD CF03	Moving from the Common Assessment Framework to a three conversations based approach for Children Services	-	-	-	-	-	(0.080)	-	-	-	(0.080)	T
People	Children & Families	New Savings Proposed post 16 October 2018	19/20 ADD CF05	Restricting special guardianship order payments	(0.105)	(0.105)	-	-	-	(0.075)	-	-	-	(0.180)	E
People	Children & Families	Previous agreed saving	17/18 CYP11	Savings anticipated from Government policy and 11+ admission arrangements	-	-	-	-	-	(0.037)	-	-	-	(0.037)	S
People	Children & Families	Previous agreed saving	17/18 CYP04	Reduce reliance upon Independent Fostering Agencies (25% reduction)	(0.341)	(0.341)	-	-	-	-	-	-	-	(0.341)	T
People	Education and Inclusion	October 2019	20/21E01	Efficiency savings within statutory Education Services	(0.180)	(0.180)	-	-	-	-	-	-	-	(0.180)	E
People	Education and Inclusion	October 2019	20/21E02	Specialist Education Provision	-	-	-	-	-	(0.120)	-	-	-	(0.120)	I
People	Education and Inclusion	New savings agreed at October 2018 Cabinet	19/20E01	A traded schools and education services model	(0.368)	(0.368)	-	-	-	(0.368)	-	-	-	(0.735)	T
			Total		(6.991)	(4.796)	(1.882)	(0.314)		(4.193)				(11.184)	

Regeneration and Culture Savings 2020/21

Appendix B (i)

Directorate	Service Area	Type	Savings Ref	Description	2020/21 £m	2020/21 Red £m	2020/21 Amber £m	2020/21 Green £m	2020/21 Blue £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total	Proposal Category: I - Income E - Efficiency S - Service Reduction T - Transformation D - Demand Management G - Growth I2S - Invest to Save
Savings Planned for Delivery in 2020/21															
Regeneration n & Culture	Leisure	New Savings Proposed post 16 October 2018	19/20 ADD LEI01	Leisure offer (Vision management fee)	(0.500)	(0.500)	-	-	-	(0.500)	-	-	-	(1.000)	E
Regeneratio n & Culture	Regeneration and Property	October 2019	20/21RGPO1	Better utilisation of Community Infrastructure Levy funding	(0.500)	-	(0.500)	-	-	-	-	-	-	(0.500)	I
Regeneratio n & Culture	Regeneration and Property	October 2019	20/21RGPO2	Acceleration of existing investment property programme (net impact)	(1.300)	-	-	-	(1.300)	1.300	-	-	-	-	I2E
Regeneratio n & Culture	Regeneration and Property	October 2019	20/21RGPO3	Lease Buy Back	(0.510)	(0.510)	-	-	-	-	-	-	-	(0.510)	I2E
Regeneratio n & Culture	Regeneration and Property	Previous agreed saving	17/18 PL33	Modernisation/Commercialisation of Building Control Service	(0.050)	-	-	-	(0.050)	-	-	-	-	(0.050)	T
Regeneratio n & Culture	Regeneration and Property	Previous agreed saving	17/18 PL42	Review Property and asset management change programme	(0.250)	-	-	-	(0.250)	(0.250)	-	-	-	(0.500)	T
Regeneratio n & Culture	Regeneration and Property	Previous agreed saving	18/19PL01	Commercial Asset Portfolio	(1.750)	-	-	-	(1.750)	(1.750)	(2.000)	-	-	(5.500)	I
Total					(4.860)	(1.010)	(0.500)	-	(3.350)	(1.200)	(2.000)	-	-	(8.060)	

Resources Savings 2020/21

Appendix B (i)

Directorate	Service Area	Type	Savings Ref	Description	2020/21 £m	2020/21 Red £m	2020/21 Amber £m	2020/21 Green £m	2020/21 Blue £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total	Proposal Category: I - Income E - Efficiency S - Service Reduction T - Transformation D - Demand Management G - Growth I2S - Invest to Save
Savings Planned for Delivery in 2020/21															
Resources - (Corporate)	Finance	October 2019	20/21 RES02	Levies	(0.285)	-	-	-	(0.285)	-	-	-	-	(0.285)	DM
Resources - (Corporate)	Finance	October 2019	20/21 RES03.1	Treasury Management Review of Investments	(0.100)	-	-	-	(0.100)	-	-	-	-	(0.100)	I
Resources - (Corporate)	Finance	October 2019	20/21 RES03.2	Pensions - Early Payment of Employer Contributions	(0.200)	-	-	-	(0.200)	-	-	-	-	(0.200)	I
Resources	Finance	Previous agreed saving	17/18 RES 12	Review of Counter Fraud Offer to include a Finance Intelligence Officer	(0.010)	-	-	-	(0.010)	(0.010)	-	-	-	(0.020)	I
Resources	Revenues, Benefits & Transactional Centre	October 2019	20/21 RES01	Review of Sundry Debt Collection and Means Tested Assessments Processes	(0.084)	-	-	-	(0.084)	(0.018)	-	-	-	(0.102)	E
Resources	Revenues, Benefits & Transactional Centre	New Savings Proposed post 16 October 2018	19/20 ADD RES03	Maximise Automation for Transactional Functions in Revenues & Benefits	(0.101)	-	-	-	(0.101)	-	-	-	-	(0.101)	I2S
Resources	Revenues, Benefits & Transactional Centre	New Savings Proposed post 16 October 2018	19/20 ADD RES01	Increase collection of Housing Benefit Overpayments.	-	-	-	-	-	0.060	-	-	-	0.060	E
Resources - (Corporate)	Corporate	Previous agreed saving	17/18 RES 03	Increase Business Rate Collection Performance	(0.171)	-	-	-	(0.171)	-	-	-	-	(0.171)	I
Total					(0.951)	-	-	-	(0.951)	0.032	-	-	-	(0.634)	

Strategy Savings 2020/21

Appendix B (i)

Directorate	Service Area	Type	Savings Ref	Description	2020/21 £m	2020/21 Red £m	2020/21 Amber £m	2020/21 Green £m	2020/21 Blue £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total	Proposal Category: I - Income E - Efficiency S - Service Reduction T - Transformation D - Demand Management G - Growth SC - Miscellaneous
Savings Planned for Delivery in 2020/21															
Strategy	Change Team	New savings agreed at October 2018 Cabinet	19/20STA02	Capitalise Change Team	-	-	-	-	-	0.270	-	-	-	0.270	T
Strategy	Customer Services	New savings agreed at October 2018 Cabinet	19/20STA01	Channel shift enabling staffing reductions	(0.113)	(0.113)	-	-	-	(0.113)	-	-	-	(0.225)	T
Strategy	Director of Strategy	October 2019	20/21STA01	Digital First	-	-	-	-	-	(0.500)	-	-	-	(0.500)	E
Strategy	Customer Services	New savings agreed at October 2018 Cabinet	19/20STA03	Automate processes enabling staff reduction	(0.045)	(0.045)	-	-	-	-	-	-	-	(0.045)	T
Strategy	Director of Strategy	New Savings Proposed post 16 October 2018	19/20 ADD STA03	Digital Enablement Drive across the organisation	(0.800)	(0.800)	-	-	-	-	-	-	-	(0.800)	T
Strategy	Director of Strategy	New Savings Proposed post 16 October 2018	19/20 ADD STA02	VCS Grants	(0.150)	(0.150)	-	-	-	(0.150)	-	-	-	(0.300)	SC
Strategy	Director of Strategy	Previous agreed saving	17/18 STR02	Review and reshaping of the Strategy, Communications and Transformation teams service provision	(0.065)	(0.065)	-	-	-	-	-	-	-	(0.065)	T
Strategy	Policy, Equalities and Communities	Previous agreed saving	17/18 STR03	Fundamental cross Council review of how the Council supports and funds the Voluntary Sector	(0.080)	(0.080)	-	-	-	-	-	-	-	(0.080)	I2S
Total					(1.253)	(1.253)	-	-	-	(0.493)	-	-	-	(1.745)	

APPENDIX B(ii)

2020/21						
SAVINGS TRACKER - Savings Rolled Forward from Previous Years						
Month 2						
Directorate	R £m	A £m	G £m	B £m	Total Net Savings to be	% Savings on track against target
					£m	%
Communities	(1.299)	(0.586)	(0.460)	(0.030)	(2.375)	21%
People	(3.263)	(1.040)	-	(0.550)	(4.853)	11%
Regeneration & Culture	-	-	-	-	-	N/A
Resources	-	-	-	-	-	N/A
Strategy	(0.700)	-	-	-	(0.700)	0%
Directorate Savings	(5.262)	(1.626)	(0.460)	(0.580)	(7.928)	13%
RAG Status as % of Savings Total	66.4%	20.5%	5.8%	7.3%	100.0%	-

Communities Savings 2020/21

Appendix B (ii)

Directorate	Service Area	Type	Savings Ref	Description	2020/21 £m	2020/21 Red £m	2020/21 Amber £m	2020/21 Green £m	2020/21 Blue £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total	Proposal Category: I - Income E - Efficiency S - Service Reduction T - Transformation D - Demand Management G - Growth I2S - Invest to Save
Savings Rolled forward from previous years															
Communities	Civic Pride	New savings agreed at October 2018 Cabinet	19/20CP03	Parking Transformation Programme incl 19/20 ADD CP04- 2019/20 Rolled Forward	(0.770)	(0.770)	-	-	-	-	-	-	-	(0.770)	T
Communities	Civic Pride	New savings agreed at October 2018 Cabinet	19/20CP07	Introduce license fee for advertising boards- 2019/20 Rolled Forward	(0.020)	(0.020)	-	-	-	-	-	-	-	(0.020)	I
Communities	Civic Pride	New savings agreed at October 2018 Cabinet	19/20CP09	Late Night Levy- 2019/20 Rolled Forward	(0.015)	(0.015)	-	-	-	-	-	-	-	(0.015)	I
Communities	Civic Pride	New Savings Proposed post 16 October 2018	19/20 ADD CP07	Parking - Self Service Options for Permits - 2019/20 Rolled Forward	(0.030)	-	-	-	(0.030)	-	-	-	-	(0.030)	T
Communities	Civic Pride	New Savings Proposed post 16 October 2018	19/20 ADD CP08	Limit on Bulky Waste collection- 2019/20 Rolled Forward	(0.100)	(0.100)	-	-	-	-	-	-	-	(0.100)	SC
Communities	Civic Pride	Previous agreed saving	17/18 PL25	Convert Town Hall Car Park to a Public Car Park- 2019/20 Rolled Forward	(0.007)	(0.007)	-	-	-	-	-	-	-	(0.007)	I
Communities	Civic Pride	Previous agreed saving	17/18 PL27	Parking adjacent to Barkingside Magistrates Court - 2019/20 Rolled Forward	(0.002)	(0.002)	-	-	-	-	-	-	-	(0.002)	I
Communities	Housing	New Savings Proposed post 16 October 2018	19/20 ADD HOJ01	Revised 18/19PL07 - Storage for Homeless Families to 19/20 - Reprofiled- 2019/20 Rolled Forward	(0.093)	-	-	(0.093)	-	-	-	-	-	(0.093)	E
Communities	Housing	Previous agreed saving	17/18 PL35	Housing need and homelessness prevention change programme - additional directly managed temporary accommodation- 2019/20 Rolled Forward	(0.131)	(0.131)	-	-	-	-	-	-	-	(0.131)	D
Communities	Housing	Previous agreed saving	17/18 PL36	Housing need and homelessness prevention change programme - delivery of new permanent Council homes - 2019/20 Rolled Forward	(0.529)	-	(0.184)	(0.345)	-	-	-	-	-	(0.529)	D
Communities	Housing	Previous agreed saving	17/18 PL37	Housing need and homelessness prevention change programme - reducing demand for Temporary Accommodation- 2019/20 Rolled Forward	(0.269)	-	(0.269)	-	-	-	-	-	-	(0.269)	D
Communities	Housing	Previous agreed saving	18/19PL06	TA Acquisition Programme- 2019/20 Rolled Forward (RH and Ryedale)	(0.313)	(0.180)	(0.133)	-	-	-	-	-	-	(0.313)	I2S
Communities	Housing	Previous agreed saving	18/19PL07	PL01 1819 - Storage for Homeless Families- 2019/20 Rolled Forward	(0.096)	(0.074)	-	(0.022)	-	-	-	-	-	(0.096)	E
Total					(2.375)	(1.299)	(0.586)	(0.460)	(0.030)	-	-	-	-	(2.375)	

Directorate	Service Area	Type	Savings Ref	Description	2020/21 £m	2020/21 Red £m	2020/21 Amber £m	2020/21 Green £m	2020/21 Blue £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total	Proposal Category: I - Income E - Efficiency S - Service Reduction T - Transformation D - Demand Management G - Growth DS - Invest to Save
Savings Rolled forward from previous years															
People	Adult Social Services	New savings agreed at October 2018 Cabinet	19/20ASC01	Application of assistive technology to support people with social care needs - 2019/20 Rolled Forward	(0.280)	(0.280)	-	-	-	-	-	-	-	(0.280)	T
People	Adult Social Services	New savings agreed at October 2018 Cabinet	19/20ASC02	People Matter- Implementing the 3 Conversations social work model - 2019/20 Rolled Forward	(0.085)	(0.085)	-	-	-	-	-	-	-	(0.085)	D
People	Adult Social Services	New Savings Proposed post 16 October 2018	19/20ADD ASC02	Public Health - 2019/20 Rolled Forward	(0.300)	-	-	(0.300)	-	-	-	-	-	(0.300)	D
People	Adult Social Services	New Savings Proposed post 16 October 2018	19/20ADD ASC09	Amendment to 19/20ASC02 - People Matter - Implementing the Three Conversations - Social Work Model - Reprofile - 2019/20 Rolled Forward	(0.389)	(0.389)	-	-	-	-	-	-	-	(0.389)	T
People	Adult Social Services	Previous agreed saving	18/19HSC12	Places to Live - 2019/20 Rolled Forward	(0.160)	(0.040)	(0.120)	-	-	-	-	-	-	(0.160)	E
People	Adult Social Services	Red Saving brought forward from 2018/19 Savings	17/18 HSC03	Review of Transport Services - 2019/20 Rolled Forward	(0.532)	(0.532)	-	-	-	-	-	-	-	(0.532)	T
People	Adult Social Services	Red Saving brought forward from 2018/19 Savings	17/18 HSC01	Transformation of Day Opportunities - 2019/20 Rolled Forward	(0.330)	(0.330)	-	-	-	-	-	-	-	(0.330)	T
People	Adult Social Services	Red Saving brought forward from 2018/19 Savings	17/18 HSC02	Align Residential Care Offer with local needs - 2019/20 Rolled Forward	(0.752)	(0.376)	(0.376)	-	-	-	-	-	-	(0.752)	T
People	Adult Social Services	Red Saving brought forward from 2018/19 Savings	17/18 HSC07	Review of Staffing Levels in the HA55 - 2019/20 Rolled Forward	(0.295)	(0.295)	-	-	-	-	-	-	-	(0.295)	E
People	Adult Social Services	Red Saving brought forward from 2018/19 Savings	18/19HSC16	Cost Avoidance (Transitions) - 2019/20 Rolled Forward	(0.250)	-	-	-	(0.250)	-	-	-	-	(0.250)	T
People	Adult Social Services	New Savings Proposed post 16 October 2018	19/20ADD ASC06	Operational Efficiencies across People Directorate Combined - Robotic software provides an opportunity to automate much of the most basic processing tasks, essentially those that can be mapped as a process with a clearly defined set of rules. Their value lies in labour savings, efficiency and availability 24/7. Integrating the adult and children's safeguarding management structure -2019/20 Rolled Forward	(0.070)	(0.070)	-	-	-	-	-	-	-	(0.070)	E
People	Children & Families	Previous agreed saving	17/18 CYP05	Reduce reliance on semi supported accommodation costs for care leavers through utilising LBR housing - 2019/20 Rolled Forward	(0.318)	(0.318)	-	-	-	-	-	-	-	(0.318)	T
People	Children & Families	Previous agreed saving	17/18 CYP04	Reduce reliance upon Independent Fostering Agencies (25% reduction) - 2019/20 Rolled Forward	(0.294)	(0.294)	-	-	-	-	-	-	-	(0.294)	T
People	Children and Families	Red Saving brought forward from 2018/19 Savings	18/19CYP05	Reduction of Looked After Children Placement Costs - 2019/20 Rolled Forward	(0.306)	(0.306)	-	-	-	-	-	-	-	(0.306)	T
People	Education and Inclusion	Red Saving brought forward from 2018/19 Savings	17/18 CYP12	Review and reduce costs of providing transport to children and young people with special educational needs - 2019/20 Rolled Forward	(0.492)	(0.492)	-	-	-	-	-	-	-	(0.492)	T
Total					(4.853)	(3.263)	(1.040)	-	(0.550)	-	-	-	-	(4.853)	

Strategy Savings 2020/21

Appendix B (ii)

Directorate	Service Area	Type	Savings Ref	Description	2020/21 £m	2020/21 Red £m	2020/21 Amber £m	2020/21 Green £m	2020/21 Blue £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total	Proposal Category: I - Income E - Efficiency S - Service Reduction T - Transformation D - Demand Management G - Growth
Savings rolled forward from previous years															
Strategy	Director of Strategy	New Savings Proposed post 16 October 2018	19/20 ADD STA01	Review Communications and Engagement Functions across the authority - 2019/20 Rolled Forward	(0.350)	(0.350)	-	-	-	-	-	-	-	(0.350)	T
Strategy	Director of Strategy	New Savings Proposed post 16 October 2018	19/20 ADD STA04	Review all complaint and information request functions across the organisation - 2019/20 Rolled Forward	(0.200)	(0.200)	-	-	-	-	-	-	-	(0.200)	T
Strategy	Director of Strategy	New Savings Proposed post 16 October 2018	19/20 ADD STA02	VCS Grants - 2019/20 Rolled Forward	(0.150)	(0.150)	-	-	-	-	-	-	-	(0.150)	SC
Total					(0.700)	(0.700)	-	-	-	-	-	-	-	(0.700)	

Capital Programme 2020/21 - Month 2

APPENDIX C

Project Description	2020/21 Revised Opening Budget	Actuals to Date - Month 2	Finance Forecast Outturn - Month 2	Service Forecast Outturn - Month 2	Service to Finance Forecast Outturn - Month 2 Variance	Forecast Outturn Variance - Month 2	Slippage	Virements	Additions	Revised Forecast Outturn Variance - Month 2
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Special Provision Fund - High Needs Review	4.265			4.265	4.265	-	-			-
Adult Social Services Systems Development	-		-	-	-	-	-			-
Community Equipment	0.358		0.358	0.358	-	-	-			-
TOTAL - PEOPLE	4.623	-	0.358	4.623	4.265	-	-		-	-
Temporary Accommodation	2.454	0.004	2.454	2.454	-	-	-			-
Project Malachi	0.073	(0.001)	-	0.073	0.073	-	-			-
Northview Caravan Site	0.056	-	0.056	0.056	-	-	-			-
Acquisition of homes to discharge PRS duty - 300 homes	66.494	0.590	23.500	66.494	42.994	-	-			-
Housing - General Fund Total	69.077	0.593	26.010	69.077	43.067	-	-		-	-
Crossrail	0.069	(0.135)	0.009	0.069	0.060	-	-			-
Ilford Garden Junction	-	(0.021)	-	-	-	-	-			-
Disabled Facilities Grants	0.836	0.238	2.977	0.836	(2.141)	-	-		2.141	2.141
Roads Major Resurfacing and Traffic Calming	8.387	0.055	8.387	8.387	-	-	-			-
Highways Preventative Maintenance	1.300	-	1.300	1.300	-	-	-			-
Vehicle Investment Programme	3.753	0.780	3.753	3.753	-	-	-			-
CCTV Place	0.245	0.068	0.245	0.245	-	-	-			-
Investment for Street Cleansing Strategy	0.068	0.005	0.068	0.068	-	-	-			-
Fleet Improvements	0.013	(0.015)	0.013	0.013	-	-	-			-
Home Repairs Grants (HRG)	0.611	-	0.611	0.611	-	-	-			-
Transport and Traffic Management LBR	0.465	(0.005)	0.300	0.465	0.165	-	-			-
Highways Drainage LBR	0.050	-	0.050	0.050	-	-	-			-
Street Lighting Renewals LBR	0.300	-	0.300	0.300	-	-	-			-
Section 106 Various	0.127	-	0.127	0.127	-	-	-			-
Minor Works for People with Impaired Mobility LBR	0.097	-	0.097	0.097	-	-	-			-
Parking Strategy	-	(0.196)	-	-	-	-	-			-
School Congestion	0.001	-	0.001	0.001	-	-	-			-
Clayhall Flood Alleviation EA	0.424	(0.010)	0.424	0.424	-	-	-			-
Bus Priority Funding (TFL)	0.115	0.012	0.115	0.115	-	-	-			-
Highways maintenance	-	-	-	-	-	-	-			-
Sustainable Measures (TFL)	0.139	-	0.039	0.139	0.100	-	-			-
Empty Properties Capital	0.003	-	0.003	0.003	(0.000)	-	-			-
Vehicle Replacement Programme	0.012	-	0.012	0.012	-	-	-			-
CCTV Equipment	0.917	-	0.917	0.917	-	-	-			-
Continuation of CCTV borough wide system with upgrade and additional ANPR cameras	0.677	0.026	0.677	0.677	-	-	-			-
Workplace Travel Initiative	0.009	(0.005)	0.009	0.009	-	-	-			-
School Clean Air Zones	0.205	-	0.005	0.205	0.200	-	-			-
Redbridge Low Emission Neighbourhoods	1.620	-	0.620	1.620	1.000	-	-			-
Cycle Network Development	0.246	(0.026)	0.036	0.246	0.210	-	-			-
On Street Cycle Parking	-	(0.076)	-	-	-	-	-			-
Car Free Day	-	-	-	-	-	-	-			-
Ilford Garden Junction Phase 2	0.712	(0.023)	0.017	0.712	0.695	-	-			-
Continuation of the Council's Alley Gating Scheme	0.050	-	0.050	0.050	-	-	-			-
Replacement Tree Planting on the Highway	0.220	-	0.220	0.220	-	-	-			-
Containerisation of the Borough	1.900	-	0.900	1.900	1.000	-	-			-
Highway Preventative Maintenance	-	-	-	-	-	-	-			-
Borough Flood Alleviation	0.650	-	0.650	0.650	-	-	-			-
Redbridge EVCP Scheme	0.012	(0.042)	0.012	0.012	-	-	-			-
Civic Pride Total	24.233	0.630	22.944	24.233	1.289	-	-		2.141	2.141
TOTAL - COMMUNITIES	93.310	1.223	48.954	93.310	44.356	-	-		2.141	2.141
Little Heath	0.295	-	0.295	0.295	-	-	-			-
Cleveland Infant School	-	-	-	-	-	-	-			-
Expansion of Hatton Special School	0.100	-	0.100	0.100	-	-	-			-
Gearies School	0.987	-	0.987	0.987	-	-	-			-
Mayfield School - Design & Technology Block	0.368	0.003	0.368	0.368	-	-	-			-
Wanstead High School	6.540	(0.089)	6.540	6.540	-	-	-			-
Wanstead Swimming Pool	5.305	(0.004)	5.305	5.305	-	-	-			-
School Conditioning	7.582	(0.255)	7.582	7.582	-	-	-			-
School Additional Conditioning Programme	-	-	-	-	-	-	-			-
Community Infrastructure Levy	0.619	-	0.619	0.619	-	-	-			-
Academy Project	0.405	-	0.405	0.405	-	-	-			-
Academy PSU	0.050	-	0.050	0.050	-	-	-			-
Rolling Expansion Programme	5.140	-	5.140	5.140	-	-	-			-
Disabled Adaptions at Primary & Secondary Schools	-	-	-	-	-	-	-			-
Fire Precautions - unallocated	-	-	-	-	-	-	-			-
School Boiler and Heating Distribution	-	-	-	-	-	-	-			-
Highway Works for Additional School Places	0.635	(0.001)	0.635	0.635	-	-	-			-
Ark Primary School	0.247	-	0.247	0.247	-	-	-			-
Woodbridge High School 2	0.128	-	0.128	0.128	-	-	-			-
Ilford County High School	0.101	0.021	0.101	0.101	-	-	-			-
Grove Primary School	0.004	0.016	0.004	0.004	-	-	-			-
South Park Primary School	0.539	(0.001)	0.539	0.539	-	-	-			-
Parkhill Infant and Junior School	0.037	-	0.037	0.037	-	-	-			-
Creation of Temporary Primary Places	0.180	-	0.180	0.180	-	-	-			-
Capital Maintenance of School Roof & Windows	-	-	-	-	-	-	-			-
Newbridge - Purchase of Land	0.225	-	0.225	0.225	-	-	-			-
FIT (Building Energy Retrofit)	0.121	-	0.121	0.121	-	-	-			-
Uphall Primary School	2.814	0.008	2.814	2.814	-	-	-			-
Healthy Pupil Scheme	0.002	-	0.002	0.002	-	-	-			-
Education Service Total	32.424	(0.302)	32.424	32.424	-	-	-		-	-
Development of Hainault Forest Country Park	6.640	0.027	0.312	6.640	6.328	-	-			-
Green Flag Works	-	-	-	-	-	-	-			-

Capital Programme 2020/21 - Month 2										APPENDIX C
Project Description	2020/21 Revised Opening Budget	Actuals to Date - Month 2	Finance Forecast Outturn - Month 2	Service Forecast Outturn - Month 2	Service to Finance Forecast Outturn - Month 2 Variance	Forecast Outturn Variance - Month 2	Slippage	Virements	Additions	Revised Forecast Outturn Variance - Month 2
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Ashtons Playing Field	1.416	0.017	1.416	1.416	-	-	-	-	-	-
Parks Play Equipment	0.438	-	0.211	0.438	0.227	-	-	-	-	-
Leisure Client Total	8.494	0.044	1.939	8.494	6.555	-	-	-	-	-
Renewing Ilford/Public Realm	0.571	0.266	0.571	0.571	-	-	-	-	-	-
Ilford SPARK Project	3.475	0.005	1.050	3.475	2.425	-	-	-	-	-
Housing Delivery Subsequent Schemes/Redbridge Living	50.295	2.735	15.000	50.295	35.295	-	-	-	-	-
Ilford Town Centre Regeneration/Civic/Community Hubs	1.433	0.028	1.433	1.433	-	-	-	-	-	-
Cultural Quarter	0.058	-	0.058	0.058	-	-	-	-	-	-
Investment Assets Acquisition	28.049	-	-	28.049	28.049	-	-	-	-	-
Ilford Station Southern Entrance	1.331	-	0.731	1.331	0.600	-	-	-	-	-
Office Accommodation Strategy	0.001	-	0.001	0.001	-	-	-	-	-	-
Corporate Building Maintenance Programme (inc AIP)	1.514	(0.159)	1.514	1.514	-	-	-	-	-	-
Strategic Assets Programme	1.722	0.013	1.722	1.722	-	-	-	-	-	-
Town Hall Public Area Improvements	0.900	0.001	0.900	0.900	-	-	-	-	-	-
Renewing Ilford Phase 2 public realm	2.200	-	2.200	2.200	-	-	-	-	-	-
Ilford Gyratory	0.818	-	0.818	0.818	-	-	-	-	-	-
Schools Estate Transformation Programme	0.250	-	0.250	0.250	-	-	-	-	-	-
Fibre Infrastructure Project	0.790	-	0.790	0.790	-	-	-	-	-	-
Lease Buy Back	6.000	-	6.000	6.000	-	-	-	-	-	-
Regeneration & Property Total	99.407	2.889	33.038	99.407	66.369	-	-	-	-	-
TOTAL - REGENERATION & CULTURE	140.325	2.631	67.401	140.325	72.924	-	-	-	-	-
Modernising IT - Applications - Housing	2.716	(0.081)	1.840	2.716	0.876	-	-	-	-	-
Data Centre Cloud Migration	0.104	-	-	-	-	(0.104)	-	(0.104)	-	-
End Point Computing Refresh	(0.209)	(0.027)	-	-	-	0.209	-	0.209	-	-
IT Modernisation-Network Equipment	0.443	-	-	-	-	(0.443)	-	(0.443)	0.000	-
IT Modernisation-Server and Storage Equipment	0.575	0.008	-	-	-	(0.575)	-	(0.575)	-	-
Modernising IT - Applications	4.426	(0.007)	-	-	-	(4.426)	-	(4.426)	-	-
IT Modernisation - Resources and People	(0.119)	-	-	-	-	0.119	-	0.119	-	-
Telephone IT Modernisation	0.060	-	-	-	-	(0.060)	-	(0.060)	-	-
Election Software Procurement	0.010	-	-	-	-	(0.010)	-	(0.010)	-	-
IT Strategy - Redbridge internet	0.082	-	-	-	-	(0.082)	-	(0.082)	-	-
Digital Programme	2.561	-	2.561	2.561	-	-	-	-	-	-
Flexible Capital Receipts	-	-	-	-	-	-	-	-	-	-
Lifecycle and Refresh	2.000	-	2.794	2.794	-	0.794	-	0.794	-	-
Rationalise and Improve	1.500	0.049	1.652	1.652	-	0.152	-	0.152	(0.000)	-
Modernising IT Applications	1.200	0.058	5.626	5.626	-	4.426	-	4.426	-	-
IT Strategy	0.800	-	0.100	0.800	0.700	-	-	-	-	-
TOTAL - RESOURCES	16.149	(0.001)	14.573	16.149	1.576	0.000	-	-	-	(0.000)
Smart Programme	0.453	(0.009)	0.453	0.453	-	-	-	-	-	-
Crowdfunding	0.120	-	0.120	0.120	-	-	-	-	-	-
TOTAL - STRATEGY	0.573	(0.009)	0.573	0.573	-	-	-	-	-	-
Corporate Projects	5.100	-	-	5.100	5.100	-	-	-	-	-
Expansion of Controlled Parking Zones (CPZ)	1.886	-	0.500	1.886	1.386	-	-	-	-	-
Vehicle Replacement Programme - Waste Ultra Low Emission Zone	1.140	-	1.140	1.140	-	-	-	-	-	-
Vehicle Replacement Programme - Passenger Transport	7.200	-	7.200	7.200	-	-	-	-	-	-
Vehicle Replacement Programme - Other (Parks, Highways & Transport, Street Cleansing)	2.370	-	2.370	2.370	-	-	-	-	-	-
High Streets Improvement Fund	0.250	-	0.250	0.250	0.250	-	-	-	-	-
Regenerating Ilford - a new Cultural Quarter	0.600	-	0.600	0.600	-	-	-	-	-	-
Ilford Gyratory	0.400	-	-	0.400	0.400	-	-	-	-	-
Business & Enterprise Hubs	2.500	-	2.500	2.500	-	-	-	-	-	-
Investment Assets Acquisition	20.000	-	-	20.000	20.000	-	-	-	-	-
Acquisition of Properties for Temporary Accommodation	5.500	-	-	5.500	5.500	-	-	-	-	-
Corporate Projects	1.500	-	-	1.500	1.500	-	-	-	-	-
Depot Rationalisation	3.350	-	0.200	3.350	3.150	-	-	-	-	-
TOTAL - CORPORATE	51.796	-	14.510	51.796	37.286	-	-	-	-	-
TOTAL - GENERAL FUND	306.776	3.845	146.369	306.776	160.407	0.000	-	-	2.141	2.141
Existing Social Housing Stock	23.802	(0.120)	20.000	23.802	3.802	-	-	-	-	-
Purchase & Repair Scheme	16.478	0.672	10.000	16.478	6.478	-	-	-	-	-
New Affordable Housing	7.776	0.040	7.776	7.776	-	-	-	-	-	-
New Affordable Housing	18.196	0.011	15.000	18.196	3.196	-	-	-	-	-
TOTAL - PLACE (HRA Only)	66.252	0.603	52.776	66.252	13.476	-	-	-	-	-
TOTAL CAPITAL PROGRAMME	373.028	4.448	199.145	373.028	173.883	0.000	-	-	2.141	2.141

Action Mitigation Report for areas with significant overspend in 2019/20
as required by financial standing order 129.2

Civic Pride Department

The total overspend of £3.479m in 2019/20 broken down into 3 significant areas of overspend.

Neighbourhood Street Scene	total overspend £0.546m of which £0.137m is ongoing
Parking	total overspend £2.095m of which £1.390m is ongoing
Waste, Recycling & Fleet	total overspend £0.677m of which £0.280m is ongoing

Detail of the reasons for the overspend and steps taken to ensure the sustained delivery of the savings unachieved in 2019/20 and what action is being taken to avoid the overspend continuing into 2020/21

Neighbourhood Street Scene – Full balanced budget set for 20/21 - mitigation plan in place for full pressure identified for 20/21 £0.137 relates to recharges against zero budgets (Winter Maintenance and Public Toilets) was to offset by Enforcement income - reliant on BAU enforcement activities returning quickly. Income was lower in 19/20 as the REOs were diverted to Ilford Lane in a concentrated effort to reduce prostitution this reduced overall Enforcement income. Vehicle costs higher than budgeted - combination of higher repair costs due to age profile of vehicles and additional vehicle requirement for change of service

Parking – The Parking net outturn is an overspend of £2.095m, this is an improvement of £0.081m from Quarter 3 due to an improvement on enforcement income collection. The main cause of the overspend is due to CPZ schemes not being implemented in this financial year (£0.770m) and lower enforcement income compared to budget (£1.325m). This has been caused by a number of factors including the introduction of a mandatory grace period, extension of free parking to one hour, car parks closures, and improved parking compliance. However issue rates have increased during February and March hence the improvement in the position in the final quarter.

A mitigation plan has been developed for parking - mitigations have been identified and have been or are being introduced. Quarter 3 reported an increased in PCN contract performance.

(Covid 19 is seriously impacting on Parking's ability to fully enact mitigation plans and the relaxation of Parking Enforcement by central government has been highlighted by London Councils as a financial risk.)

Waste, Recycling & Fleet – Vehicle replacement programme is a 2 year capital programme of £14.000m - new vehicles will relieve parts costs incurred by Fleet and will also free the Workshop to increase external income. £0.037m gatehouse expenditure will be relieved by capital investment into gatehouse facility allowing one-man operation. £0.243m pressure will be a 20/21 mitigation due to £0.154 reduction of hire costs for GGW vehicles.

Action Mitigation Report – for areas with significant overspend in 2019/20
as required by financial standing order 129.2

Housing Department

The total overspend of £6.668m in 2019/20 broken down into these significant areas of overspend. A total of £0.394m could be mitigated against and is detailed below by service area. There has also been growth allocated of £2.500m to the Housing GF budget for 2020/21 and there is another £2.500m held corporately to assist with any further demand pressures for pre-covid demand/growth.

Temporary Accommodation	total overspend £4.812m of which £4.812m is ongoing
Hostels	total overspend £0.842m of which £0.842m is ongoing
Housing Needs Assessments	total overspend £0.489m of which £0.030m is ongoing
Modular Housing	total overspend £0.234m of which £0.000m is ongoing

Detail of the reasons for the overspend and steps taken to ensure the sustained delivery of the savings unachieved in 2019/20 and what action is being taken to avoid the overspend continuing into 2020/21

Temporary Accommodation – reason for the overspend is there was a £1.073m reduction to the flexible Homelessness Support Grant, £1.051m unachievable savings. Full-year impact of cost pressures that arose in 2018/19. In July 2018 the Pan-London rates for self-contained properties in Redbridge were increased and Managing Agents responded by releasing properties to the Council. The full-year impact of the increase in rates fed through to 2019/20. Increase in demand - additional 189 families accommodated & during this time the net cost of properties averaged £5k to £6k per annum.

Action taken to mitigate this is the robust management of voids to remain within the budget target of 4% to bring the TA position on voids more aligned with the budget.

Hostels – Ryedale Hostel was re-purposed to provide a second winter night shelter and at the end of March was re-purposed to accommodate rough sleepers removed from the street due to Covid. With regards to other hostels there was an increase in doubtful debts, void costs, the cost of security (due in part to the increase in the National Living wage) as well as repairs & maintenance.

Actions to be taken to mitigate this is are;

1. Alternative methods to reduce the need for security by using staff within the service and reviewing shift patterns, explore the option to remove overnight provision at all hostels. This could reduce gross costs by **£0.150m** but this needs to be fully assessed by the hostel managers.
2. Occupancy costs at St Georgio are being increased to align them to rates at other hostels. This could lead to a recovery of additional of housing benefit of **£0.010m**;
3. Current budgets assume voids of between 2% & 3%, however the management of voids has been impacted by the Covid crisis and the likelihood of additional void costs has been included as a Covid-related overspend in 2020/21.

Housing Needs Assessments – The budget assumed delivery of temporary structures on HRA sites. This has been delayed and the Housing Service has been charged the costs of storing the pods. Other costs include completion of HRA software and TA change project support costs (were to be funded by capital receipts). Overspend on incentives and prevention payments to facilitate moves out of TA.

Actions to be taken to mitigate this is are;

1. An element of the cost of storage the temporary structure will continue into 2020/21. 60 of the 90 units have been used for the scheme at Woodman Path.
2. The system to manage the casework required by the Homelessness Reduction Act has now been delivered & there is no intention to take on any of the developments that Home Connections may offer.
3. Incentives are evaluated against the savings to be achieved.

Modular Housing – the overspend of £0.234m was due to delays to the opening of Chigwell Road temporary structures. The units were fully occupied from 1 April 2020. This should be resolved for 2020/21 monitoring purposes.

Action Mitigation Report for areas with significant overspend in 2019/20 as required by financial standing order 129.2

Adult Social Care – total overspend of £11.501m in 2019/20. A total of £7.500m can currently be mitigated against through the allocation of growth to the Adult Social Care budget for 2020/21

Social Care Placements	total overspend £10.248m of which £2.748m is ongoing and not mitigated
Non-Care budget	total overspend £1.253m of which £1.253m is ongoing and not mitigated (mainly staffing)

Detail of the reasons for the overspend and steps taken to ensure the sustained delivery of the savings unachieved in 2019/20 and what action is being taken to avoid the overspend continuing into 2020/21

Undelivered savings.

There were undelivered savings totalling £3.143m that have been brought forward for delivery in 20/21. The largest component parts were £2.246m of demand management savings and £0.532m transport savings. The delivery of these savings in 20/21 has been significantly impacted by the Covid pandemic, meaning that the delivery of the demand management savings has been delayed given the difficulties in undertaking service user reviews. Similarly, work on the Transport savings has been suspended given the changed demand for transport and the difficulties in undertaking consultation during the current period. The financial impact of the delayed delivery of these savings is being picked up within the wider corporate work to manage the costs of Covid 19.

Placement pressures

Learning Disabilities – over spend of £3.105m relating to demand increases across homecare, residential (8 additional clients through the year), supported living (19 additional clients) and direct payments (12 additional clients across the year). There have also been increases to the cost of packages resulting from the increased complexity of need in Learning Disabilities settings.

Older Peoples – over spend of £4.451m. This has been driven by £2.061m pertaining to homecare activity driven by an increase in the number of homecare hours provided through the year. Inflationary price increases were also incorporated that have contributed to this over spend. The remainder of the over spend relates to other placement types but mainly residential and nursing. There was a net increase of approximately 21 clients through the year.

Mental Health – over spend of £0.255m was the result of demand pressures within the care package budgets. The number of packages remained constant throughout the year; 203 packages at the end of March compared to 202 at the beginning of the year. The change in the mix of placements through the year has had an adverse impact upon the financial position with an increase in residential (2 additional placements), supported living (7 additional placements) and homecare (6 additional placements) with offsetting reductions in the number of less costly Direct Payment packages. There was also been an increase in unit cost overall driven by residential care settings (weekly unit cost £903 in April compared to £980 at year end).

Physical Disabilities – over spend of £0.031m is driven by the change in the mix of placements through the year that has had an adverse impact upon the financial position. A net reduction in

Direct Payment packages of 10 has been offset by an increase in more costly provision of 11 placements within residential and nursing care.

Actions to be taken to mitigate this pressure:

1. Application of demand growth of £7.500m was designed to address the inherent shortfall in the placement budgets. The growth was set on the assumption that savings would be delivered in full. In addition, the full impact of demand changes in 2020/21 is being assessed.
2. Non-Care Package Budget Lines - The remaining pressure on non-care budget lines mainly relates to staffing over spends across the service. Work has been undertaken to review current salary scales in order to better ensure that the Council offers a competitive remuneration package to aid the recruitment and retention of staff. This will provide some further mitigation to the residual overspend but the work has yet to be concluded and modelled within budgets.

Action Mitigation Report for areas with significant overspend in 2019/20
as required by financial standing order 129.2

Children & Families – total overspend of £2.345m in 2019/20 A total of £0.428m could be mitigated and there has been growth allocated of £1.873m to the Children’s & Families budget for 2020/21.

Children with Disabilities	total overspend £1.188m of which £0.988m is ongoing
Looked After Children	total overspend £1.146m of which £0.918m is ongoing in terms of savings to be delivered in 2020/21.

Detail of the reasons for the overspend and steps taken to ensure the sustained delivery of the savings unachieved in 2019/20 and what action is being taken to avoid the overspend continuing into 2020/21

Children with Disabilities – reason for the over spend of £1.188m has been care package demand within homecare and direct payments. There was also a shortfall of £0.200m of expected CHC income.

Action taken to mitigate the pressure: The £0.200m shortfall upon CHC income has been mitigated through applying increased income from other sources. The demand pressure continues and the Service will continue to review options for reducing this pressure.

Looked After Children – reason for the over spend of £1.146m there was undelivered savings of £0.918m contributing to the adverse variance. The remainder of the pressures related to placement demand pressures within the service.

Action taken to mitigate the pressure: There was growth applied to the Looked After Children placement budget totalling £1.524m to address the 2019/20 budget pressures as well as demand growth in 2020/21.

The majority of this pressure rolled forward reflects the savings to be delivered in 2020/21. The delivery of these savings is significantly impaired by the impact of Covid, for example placement moves are only taking place in exceptional circumstances and the supply of placements has contracted, which reduces options to make savings from unit costs. The number of looked after children has reduced from 245 at the start of the year to 238 currently, although there is a concern that unmet need has increased as a result of the pandemic, which will impact on the delivery of the saving.

Action Mitigation Report for areas with significant overspend in 2019/20
as required by financial standing order 129.2

Education & Inclusion – total overspend of £0.939m in 2019/20 broken down into these significant areas of overspend. A total of £0.342m could be mitigated against and is detailed below by service area. There has also been growth allocated of £0.200m to the SEN Transport budget for 2020/21 and there is another £0.732m held corporately to assist with DSG pressures.

SEN Transport	total overspend £0.628m of which £0.492m is ongoing
Youth Offending	total overspend £0.105m of which £0.105m is ongoing
Directorate Wide Staffing Pressures	total overspend £0.206m of which £0m is ongoing

Detail of the reasons for the overspend and steps taken to ensure the sustained delivery of the savings unachieved in 2019/20 and what action is being taken to avoid the overspend continuing into 2020/21

SEN Transport – reason for the over spend is an unachieved saving of £0.492m. This saving is included within the wider review of Transport that has been suspended as a result of the pandemic, it being considered that it would not be appropriate to progress the review and undertake consultation during lock down. The review is recommencing but given the new pressures on transport services as a result of social distancing it is prudent to show the pressure as unachieved at present and reflect that there is no scope for mitigation from this area. The financial impact of the non-delivery of the saving is being incorporated within the wider corporate financial recovery work. The remaining pressure relates to demand pressures upon the service from new routes. The numbers of children with special educational needs and requiring transport continues to grow which has resulted in this pressure. The addition of £0.200m of growth into the SEN transport budget that addresses the demand pressures for 2019/20.

Youth Offending – reason for the over spend is the demand pressures arising from young people being on remand. This has a full value of £0.105m. The numbers of young people on demand is entirely variable and therefore difficult to predict. There is not scope for further absorbing this pressure within the Youth Offending budget given the pressures faced and the need to retain a preventative function. Work will be undertaken in 2020/21 to seek to deploy a smoothing function within this budget to reduce the risk of overspends in the future.

Directorate wide staffing pressures – this related to a wide range of small funding pressures across the services. These specific pressures have been mitigated through the budget build process for 20/21.

Action Mitigation Report for areas with significant overspend in 2019/20
as required by financial standing order 129.2

Regeneration & Culture Directorate

Leisure & Culture service

Detail of the reasons for the overspend

Leisure Client had an overspend of £0.203m at the end of 2019/20. This resulted from prior years savings that had not been achieved. £0.053m has been resolved on an ongoing basis in 2020/21, however £0.150m remains as an underlying pressure.

What action is being taken to avoid the overspend continuing into 2020/21

LBR has contracted a consultant to work with Vision-RCL with the aim of:

1. Identifying new and enhanced revenue streams to decrease VRCL's dependence on the LBR budget;
2. Drafting a 5-year business plan that will provide evidence for the level of funding required by Vision from the Council as part of the Management fee.

The aim is to reduce the overall management fee over the next few years and therefore reduce the pressure on the Leisure client budget.

COVID-19 has brought substantial challenges as the leisure side of Vision normally finances other service areas. This has not been possible due to the closure of facilities due to COVID. There has also been increased spending especially in Parks some of which, but not all, will be re-chargeable to the COVID-19 account. This will necessitate further mitigation reports. A clear projection on the pressures is expected to be available by 7 July.

Steps taken to ensure the sustained delivery of the savings unachieved in 2019/20

As identified above, work is being undertaken with Vision to identify revenue streams that will reduce their dependence on the Management fee from the Council.

Action Mitigation Report for areas with significant overspend in 2019/20
as required by financial standing order 129.2

Strategy Directorate

Director of Strategy

Detail of the reasons for the overspend

The Director of Strategy service area reported an overspend of £0.730m at the end of 2019/20. This service area contains Council-wide cross-cutting savings and the overspend results primarily from the non-achievement of these savings:

	£m
Review communications and engagement functions across the Authority	0.350
Review all complaint and information request functions across the organisation	0.200
VCS grants	0.150
	0.700

It is important to note that the core Strategy Directorate budgets for staffing and supplies were not overspent.

What action is being taken to avoid the overspend continuing into 2020/21

In addition to the 2019/20 savings rolled forward, there are new cross-cutting savings in 2020/21 totalling £1.030m. The savings may be partially delivered this year, for instance the digital programme which has a saving of £0.800m attached has been scoped and is now moving into delivery. Other savings – notably on engagement and the VCS – have been scoped but seem unlikely to deliver the scale of saving originally envisaged. These will need to be reviewed as part of the council's post-pandemic budget planning. The directorate still has an income target of £0.052m for the council's print room, which closed in 2016, and will not be achieved.

The management team will continue to seek mitigations where these are available.