

# Agenda Item 7

<b>Cabinet Meeting Date</b> 11/02/20	<b>Classification</b> Public
<b>From</b> The Deputy Leader / Cabinet Member for Finance & Resources	
<b>Overview Committee</b> 10/02/20	<b>Title Of Report</b> Budgetary Control Report for Quarter 3

## 1. Executive Summary

- 1.1. This report sets out the Authority's financial performance to 31 December 2019 and the forecast outturn for 2019/20.

## 2. Recommendations

### The Cabinet is recommended to:

- 2.1. Note the £7.268m forecast overspend position to the 2019/20 General Fund revenue budget.
- 2.2. Note the balanced forecast position of £240.519m in relation to the 2019/20 DSG.
- 2.3. Note the underspend of £0.157m in relation to the Housing Revenue Account against its gross budget of £28.854m at year end.
- 2.4. Note the forecast outturn position reported on the capital programme in section 12 of the report.
- 2.5. Note the progress and delivery of the approved savings programme (RAG - Red £6.437m, Amber £1.110m, Green £4.028m and Blue £10.607m). To ensure savings delivery for all red saving items, substitutions are expected to be identified.
- 2.6. Note the intra-directorate revenue virements as listed in paragraph 7.1
- 2.7. Note the capital virements as identified in paragraphs 12.2-12.4.
- 2.8. Approve the addition of £2.061m capital funding for Special Provision Fund in 2019/20 as identified in paragraph 12.10 and an additional £0.450m from Transport for London for Highways capital projects as identified in paragraph 2.11.
- 2.9. Approve capital slippage of £51.873m into 2020/21 and the acceleration of £0.501m from 2020/21 as detailed in section 12.
- 2.10. Approve slippage of £17.081m into 2020/21 in the HRA capital programme as identified in paragraph 12.8.
- 2.11. Note the performance information as per section 14.

**THE DECISIONS PROPOSED IN THE RECOMMENDATIONS TO THIS REPORT**

**MAY BE CALLED IN**

**Cabinet Member Contact Point**

**Name:** Cllr Kam Rai  
**Position:** Deputy Leader/Cabinet Member for Finance and Resources  
**Telephone:** 020 8708 2020  
**Email:** [Kam.Rai@redbridge.gov.uk](mailto:Kam.Rai@redbridge.gov.uk)

**Contact Point**

**Report Author:** Ian Ambrose  
**Position:** Operational Director of Finance (Deputy s151 Officer)  
**Telephone:** 0208 708 6410  
**Email:** [Ian.Ambrose@redbridge.gov.uk](mailto:Ian.Ambrose@redbridge.gov.uk)

### 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 out the planned mitigating actions to address this.
- 3.3. 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 2018/19 and those due to be delivered in 2019/20. Where these actions require the virement of budgets, they are reported for noting in accordance with financial regulations.

### 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 Quarter 2	Inter Virements	Revised Budget as at Quarter 3	Year-end Forecast as at Quarter 3	Forecast variation against budget	Change since Quarter 2
	£m	£m	£m	£m	£m	£m
People	94.461	-	94.461	106.583	12.122	2.465
Place	23.992	(0.051)	23.941	31.508	7.567	3.395
Resources	14.264	0.231	14.495	13.905	(0.590)	(0.333)
Strategy	5.339	0.051	5.390	5.759	0.369	(0.029)
<b>Total Service Directorate Budgets</b>	<b>138.056</b>	<b>0.231</b>	<b>138.287</b>	<b>157.755</b>	<b>19.468</b>	<b>5.498</b>
Corporate Budgets	49.938	(0.231)	49.707	37.507	(12.200)	(7.200)
<b>Net Budget requirement</b>	<b>187.994</b>	<b>-</b>	<b>187.994</b>	<b>195.262</b>	<b>7.268</b>	<b>(1.702)</b>

- 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 £7.268m. Details are set out in Section 5 below. Management continue to work towards improving the position, however it is now anticipated that the likely best case is for the position within services to be held at the current level. Any variance at outturn will need to be funded from the Business Risk Reserve.
- 4.3. The Housing Revenue Account is forecasting an underspend of £0.157m against its gross budget of £28.854m for the year.
- 4.4. The Dedicated Schools Grant of £240.521m is fully committed and continues to project a balanced position.
- 4.5. The Capital Programme is forecast to underspend by £0.458m in year, it is anticipated that this amount will be slipped to spend in future years.

## 5. Revenue

5.1. The revenue position within Service Directorates is forecasting a net overspend of £19.468m, an increase of £5.498m since last quarter. The most significant areas of overspend are:

- £9.655m for Adult Social Care, Commissioning & Public Health
- £1.658m for Children & Families
- £0.808m for Educations & Inclusion
- £4.801m for Housing (General Fund)
- £3.305m for Civic Pride

### People Directorate

5.2 The People Directorate is currently forecasting a £12.122m overspend position (£9.757m at Quarter 2). Of this £3.651m relates to red savings.

5.3 There is £2.766m of savings and mitigations assumed in the forecast to be delivered in the final quarter of 2019/20. These are contained within the current green and amber savings within the savings tracker. Should these not be delivered this will add to the forecast overspend. The major movements from Quarter 2 are outlined below.

### Adult Social Care & Commissioning

5.4 Adult Social Care, Commissioning and Public Health budgets are forecasting an over spend of £9.655m (£7.429m at Quarter 2), an increase of £2.226m.

### Breakdown of Adult Social Care Movements Q2 to Q3

	£m	£m	Commentary
<b>Learning Disabilities</b>			
- Activity Change		<b>0.358</b>	£0.100m adverse movement comprised of: - Increase of two supported living clients within the Quarter. - Day centres have revised forecasts for accuracy. - Adjustment to the claw back from clients of direct payments. The assumption at Quarter 2 has been reduced by a net £0.255m.
<b>Older Peoples</b>			
- Reablement Contract	0.620		Non-activity driven; this was the result of a double count in the savings forecast within the homecare budget.
- Activity Change	0.129	<b>0.749</b>	Increase in hours of activity
<b>Physical Disabilities</b>			
- Activity Change		<b>0.121</b>	Net increase of 12 homecare clients within the third quarter.
<b>Mental Health</b>			
- Activity Change		<b>(0.227)</b>	Net Reduction 2 clients - Reduction of 1 residential client - Reduction of 2 supported living clients - Increase of 1 homecare client Change in forecast assumption regarding planned transfer of one high cost client.

	£m	£m	Commentary
<b>Other</b>			
Changes in staffing	0.871		<p>The adverse movement on agency costs across Locality budgets was £0.658m. The forecast at the beginning of the financial year was based upon levels of agency staff at that point but subsequent changes have not been reflected in the forecast until Quarter 3. The movement from Quarter 2 comprises :</p> <ul style="list-style-type: none"> <li>- Seven Kings £0.097m</li> <li>- Mellmead House £0.080m</li> <li>- Fairlop £0.264m</li> <li>- Wanstead and Woodford £0.062m</li> <li>- Cranbrook and Loxford £0.155m</li> </ul> <p><b>Total £0.658m</b></p> <p>The remainder of the variance is mainly the projection upon Extra Care staffing (£0.189m). This was previously incorrectly under-forecast and has needed to be corrected in the quarter. Smaller net changes elsewhere in Adult Social Care account for the remaining £0.027m adverse movement.</p>
Income Projection Changes	(0.309)		<p>Expected charging income upon the Sanctuary residential contract (£0.150m)</p> <p>Client contributions forecast income has been increased across Localities (£0.170m)</p>
Transport	0.591		<p>Mitigation against the Adults transport saving has needed to be removed. This was originally substituted against Continuing Health Care (CHC) additional income. There has been an over achievement against the CHC income in-year, however accounted for elsewhere and consequently what was included against the transport budget saving is not possible and has now been rectified. The value of this movement is £0.532m.</p> <p>There is additional car allowance cost pressures of £0.059m forecast between Quarter 2 and Quarter 3.</p>
Other Non-Care Package Lines	0.072	<b>1.225</b>	
<b>Total Movement (in current Q3 BCR)</b>		<b>2.226</b>	

#### Learning Disabilities

- 5.5 The pressure upon Learning Disabilities placement costs at Quarter 3 is forecast at £3.588m an adverse movement of £0.358m from Quarter 2. The major variances contributing to the forecast overspend are made up of the following:
- homecare £0.673m (a £0.010m adverse movement from Quarter 2), residential,

- nursing and respite care £1.458m (a positive movement from Quarter 2 of £0.083m) and
- supported living £1.225m (adverse movement from Quarter 2 of £0.102m).

The movement in supported living is driven by an additional two supported packages within Quarter 3.

- Day centre care packages there is a pressure of £0.096m (adverse movement from Quarter 2 of £0.084m).
- Direct payments the forecast pressure is £0.253m there is an adverse movement of £0.246m from Quarter 2; this is driven by a reduction in projections upon likely clawbacks to be made from existing clients.

The key driver of the overspend in Learning Disabilities is the increased complexity of service users mainly those within residential care that results in high cost packages. Within this, the forecast also makes allowance for transition cases in 2019/20 from Children's Social Care to Adults.

#### Older Peoples

- 5.6 The forecast overspend within Older Peoples placement budgets is £3.694m (Quarter 2 variance £2.945m) an adverse movement of £0.749m. The Older People pressure is mainly derived from demand in the following:
- The full homecare pressure at Quarter 3 is £1.385m (an increase in pressure of £0.062m from Quarter 2). This is the result of an increase in homecare hours being projected between Quarter 2 and Quarter 3.
  - The major adverse movement relates to the reablement contract and how the saving against this has been accounted for. The saving has been overstated by £0.620m that has required a revised projection being made.
  - Other placement types mainly residential, nursing and respite pressure is a total of £1.689m (an adverse movement of £0.068m from Quarter 2).

#### Mental Health

- 5.7 The forecast over spend across Mental Health is £0.437m. The overspend is due to pressures within residential and supported living. There is a favourable movement from Quarter 2 of £0.227m. This is due to the closing of one residential care package and two supported living packages within the quarter.

#### Physical Disabilities

- 5.8 The overspend across physical disabilities is £0.201m an adverse movement from Quarter 2 of £0.121m. This is the result of an additional four homecare clients receiving packages within Quarter 3.

#### Staffing, Premises, Transport, Supplies & Services and Support Services

- 5.9 The net forecast overspend is £1.720m. Staffing forecasts for agency costs across the service budgets were being under forecast, and there is a net adverse movement as a result of £0.871m from the Quarter 2 forecast. A mitigation that was held against the adults transport saving of £0.532m has been removed from the forecast as unachievable in 2019/20. There is also additional forecast pressure against car allowance costs that contribute to the overall variance movement.

#### Income

- 5.11 There is a forecast underachievement upon income currently of £0.282m. This represents a positive movement from Quarter 2 of £0.309m (Quarter 2 adverse variance of £0.591m). Expected charging income from the Sanctuary residential

contract has had a favourable impact upon the forecast of £0.150m. Client contributions income has been increased across Locality budgets (this is a net favourable movement of £0.159m).

### **Children & Families**

5.12 Children and Families is forecasting a net overspend of £1.658m (£1.638m at Quarter 2); an adverse movement in the position of £0.020m.

#### **Breakdown of Children & Families Movements Q2 to Q3**

	£m	£m	Commentary
<b>Children With Disabilities</b>			
- Non-Care Package Change	(0.020)		Minor reduction due to staffing changes
- Activity Change	0.148	<b>0.128</b>	There is net growth of 6 new homecare care packages and 3 new direct payment packages since Quarter 2.
<b>Looked After Children (UASC and Non-UASC) Placements</b>			
- Non-Care Package Change	0.020		Adjustment made to staffing forecasts
- Activity Change	0.107	<b>0.127</b>	There has been an increase in high cost LAC placements with a net increase in residential placements of 3 children. The unit cost upon Independent Fostering Agency placements has also increased by £80 per week over the quarter that is contributing to the pressure.
<b>Asylum Seekers</b>		<b>(0.122)</b>	Income forecast reviewed against updated list of UASC placements at Quarter 3.
<b>Leaving Care</b>		<b>(0.235)</b>	Net reduction is due to a reduction in forecast accommodation costs after consultation with the Councils partner organisation Barnardos.
<b>Total Movement (in Current Q3 BCR)</b>		<b>0.020</b>	

#### **Children with Disabilities**

5.13 Children with Disabilities continues to forecast a significant overspend of £0.858m (£0.730m at Quarter 2) an adverse movement of £0.128m. This relates to demand pressure increases in placement costs with an additional six new homecare care packages and three new direct payment packages since Quarter 2.

#### **Looked after Children**

5.14 The forecast within Looked After Children is an overspend of £1.039m an adverse movement of £0.249m on the Quarter 2 forecast. High cost LAC placements have increased; with a net increase in residential placements of 3 children. The unit cost upon Independent Fostering Agency placements has also increased by £80 per week over the quarter that is contributing to the pressure. There has been an increase in high cost LAC placements with residential placements increasing by three children. The unit cost upon Independent Fostering Agency placements have also increased by £80 per week over the quarter that is contributing to the pressure. . Asylum seeker budgets are forecasting a surplus of £0.381m that is

attributable to additional Home Office income forecast against the current cohort of placements. This is a positive movement from Quarter 3 of £0.122m.

#### Leaving Care

- 5.15 Leaving Care placement costs has a forecast overspend of £0.142m (a net improvement of £0.235m on Quarter 2). There are reduced expenditure projections in accommodation costs following work undertaken with the Councils partnering organisation Barnardos.

#### **Education & Inclusion**

- 5.16 Education and Inclusion is reporting a forecast overspend of £0.808m (and increase in pressure of £0.220m from Quarter 2). The pressure overall relates to the current red rated saving for SEN Transport (value £0.492m) and increased in-year demand upon the SEN service.

- 5.17 The movement from Quarter 2 relates to SEN Transport forecast increases of £0.097m. Of this increase £0.073m is due to new routes introduced serving seven different schools. The new routes address two issues; the time taken for the longest journey on the route was above the statutory guidance and also factoring in the severity of need for individual children whom had long journeys. Additionally a £0.024m increase on Escort and Agency staff pay due to new routes and severity of need for one individual.

- 5.18 Within Youth Offending and Targeting Prevention Service there is an adverse movement of £0.148m. This is due to two new cases on remand costing £0.007m per week. These new cases are now included in the forecast up to 31 March 2020.

- 5.19 The People Directorate will be identifying mitigating actions to be taken in order to manage expenditure within the Directorate against the agreed budget including reviewing establishment, contracts unit costs and service provision.**

#### **Place Directorate**

- 5.21 The Place Directorate is currently forecasting an overspend of £7.567m which is an increase of £3.395m compared to Quarter 2. Of this £2.436m relates to red savings. The main movements are highlighted in the table below.

	£m	£m	Commentary
<b>Civic Pride</b>			
- Additional fee income – Highways		<b>(0.175)</b>	Additional fee income within Highways which has reduced the Quarter 3 position.
- Parking – delayed implementation of CPZ schemes	0.770		CPZ schemes will not be implemented in this financial year as originally proposed
- Parking – reduced on-street parking income	0.060		On-street parking income forecast to be lower than budget
- Parking – reduced enforcement income	1.346	<b>2.176</b>	Lower enforcement income compared to budget. This is currently being reviewed and progressed to ascertain the position for future years



	£m	£m	Commentary
- Waste, Recycling and Fleet	0.243 0.086 0.041 0.040 (0.095)	<b>0.315</b>	17/18 – PL09 saving that is unachieved One off project costs for the implementation of the new Waste company Shortfall in salary budget Depot gatehouse – saving not able to be implemented as originally anticipated Forecast at quarter 2 attributed £0.176m to Vehicle Fleet which partly included the unachieved saving now shown above. Breakdown now provides accurate allocation of forecast.
- Community Safety	0.030 0.051 0.037	<b>0.118</b>	Local Authority Resilience Fund Income recharge from Business Intelligence team that will no longer be paid to Civic Pride Forecast overspend within salaries budgets
- Business Support		<b>0.063</b>	Salary budget issue within Business Support offset by Operational Director post vacancy
- Passenger Transport		<b>0.158</b>	Forecast overspend due to loss of some routes and staffing costs increasing to attract drivers. External income being reviewed to mitigate this
<b>Total Civic Pride</b>		<b>2.655</b>	
<b>Regeneration, Property and Planning</b>		<b>0.300</b>	Cancellation of a service agreement by Vision and a shortfall in the schools PFI budget
<b>Housing</b>	0.171 0.130	<b>0.301</b>	Increased forecast overspend for temporary accommodation housing benefit subsidy that will not be recovered by the Council This is mainly reflective of the ongoing pressures on rates from managing agents but is also impacted by the difficulty in achieving discharges of households in temporary accommodation into the private rented sector and delays to schemes to deliver emergency accommodation.

5.22 Civic Pride is forecasting an overspend of £3.305m which is an increase of £2.655m compared to the Quarter 2 position. This also reflects the ongoing impact of the year end pressures identified as part of the 2018/19 outturn.

5.22.1 The overspend identified at Quarter 2 in relation to Highways (£0.175m) has been mitigated through additional fee income.

5.22.2 Parking has identified pressures of £2.176m. This is due to the following:

- CPZ schemes not being implemented in this financial year (£0.770m) as originally proposed;
- reduced on-street parking income compared to budget (£0.060m);
- lower enforcement income compared to budget (£1.346m). The reason for the lower enforcement income is currently being investigated and progressed to ensure the position recovers in future years.

5.22.3 The position for Waste, Recycling and Fleet has worsened by £0.315m since Quarter 2 with a total overspend of £0.491m. This overspend is due to the following:

- continuing unachieved savings (£0.243m);

- project costs for the implementation of the new Waste Company (£0.086m);
  - a shortfall in the Head of Service salary budget (£0.041m);
  - the depot gatehouse saving not being implemented as originally anticipated due to health and safety concerns (£0.040m);
  - relation to the Vehicle Fleet due to the cost of repair and the need to hire vehicles for temporary replacement (£0.080m).
- 5.22.4 Community Safety has an overspend of £0.118m due to the payment for the Local Authority Resilience Fund (£0.030m) for which there is no budget and a recharge from the Business Intelligence Unit to Civic Pride.
- 5.22.5 Business Support has a forecast overspend of £0.063m which is due to a salary budget issue within the Business Support Team which has been partially offset by the Operational Director post vacancy.
- 5.22.6 Passenger Transport has identified an overspend of £0.158m due to the loss of some routes and staffing costs increasing to attract drivers to enable services to be fulfilled. The Head of Service is looking to mitigate this by reviewing external income.
- 5.23 The additional rental income forecast by Regeneration, Property and Planning at Quarter 2 has reduced by £0.300m due to in year pressures arising from the cancellation of a service agreement by Vision and a shortfall in the schools PFI budget. Although this has been contained where possible within existing budgets, it has had some impact on the level of additional rental income available to offset pressures elsewhere in the Council.
- 5.24 Housing is forecasting an overspend of £4.801m which is an increase of £0.301m compared to Quarter 2. This is due to the following:
- an estimated increase of £0.171m in the forecast for temporary accommodation housing benefit subsidy that will not be recovered by the Council
  - a further £0.130m reflects the difficulty in achieving discharges of households in temporary accommodation into the private rented sector, delays to schemes to deliver emergency accommodation and ongoing pressures on rates.
- 5.24.1 The forecast assumes that there is no further net increase in the number of households in TA throughout the remainder of the financial year.
- 5.24.2 Cost pressures continue within Temporary Accommodation. The cost of the housing supply has been increasing due to managing agents' uplifts and the increasing need to pay incentives for properties. This forecast allows for the full year effect of last year's increases and whilst there is a risk that further requests for increases this year will not be able to be contained throughout 2019/20, the risk has been mitigated by formally reducing maximum rents payable in Redbridge and other East London boroughs.
- 5.24.3 Work is progressing on actions to address the forecast overspend. This consists of managing voids and repairs works and predictive supply and demand modelling.
- 5.25 The Place Directorate will be identifying mitigating actions to be taken in order to manage expenditure within the Directorate against the agreed budget including reviewing establishment, contracts unit costs and service provision.**

## **Resources Directorate**

- 5.25 The Resources Directorate is forecasting an underspend of £0.590m at Quarter 3, which is a favourable movement of £0.333m from the position reported at Quarter 2. All departments are forecasting underspends and all savings have been or are being delivered this year.
- 5.26 The forecast underspend for the Finance Service has increased from Quarter 2 due to the forecasts for salaries and agency costs being refined. Within Revenues, Benefits and Transactional Centre, the housing benefits subsidy forecast has been increased to reflect the additional data that becomes available during the year.

## **Strategy Directorate**

- 5.27 The Strategy Directorate is projecting an overspend of £0.369m as at Quarter 3, a small favourable movement from the forecast reported at Quarter 2. A cross-cutting saving of £0.350m relating to Communications and Engagement Functions across the Authority is red rated and is forecast not to be delivered in 2019/20. This is partially offset by underspends across the Strategy Directorate.

## **Corporate**

- 5.28 The Corporate budget is £49.398m. It is currently forecasting an underspend of £12.200m. This is made up of the £3.000m corporate contingency, £2.000m provision for risk, £2.700m due to the reprofiling of the introduction of the London Living Wage by suppliers and £4.500m on capital financing due to slippage of the programme and a one-off accounting adjustment.

## **6 Mitigation Action Plans**

- 6.1 Despite the current forecast service overspend, services are still working to manage within the budgets agreed by Members as outlined in paragraph 4.2. Due to the current pressures this will be challenging however there is ongoing work to identify mitigation plans, with a focus on ensuring that any such plans are fully deliverable and will result in a reduction in the year end forecast variance. Where specific actions are being undertaken to reduce spending the amounts are reflected within the forecasts as per section 4 and further work is taking place to progress other mitigation options.
- 6.2 Officers are continuing to conduct detailed reviews of all remaining budgets, to identify what spend is not already contractually committed and what of this could not be spent; this is expected to produce options for further mitigations but this will need to be reviewed on a case by case basis against the impact of not spending as planned. This will also involve ensuring that existing capital budgets are utilised in the most efficient way.
- 6.3 Officers are working on a number of initiatives to address the issues detailed above which have led to the forecast overspend. Throughout the year the Change Board has met to review progress of savings projects and address any issues impacting on their delivery. In addition to tracking savings and to support Directorates to find any mitigating actions for the forecast overspends the Finance Resilience Board (FRB) was set up with the responsibility of supporting the organisation by finding corporate mitigations. As a result, FRB introduced a spending moratorium amongst other actions.
- 6.4 In the new financial year additional focus will be given to financial management including financial monitoring and forecasting, financial sustainability and savings delivery in order to ensure financial resilience and budgetary control.

## 7 Virements

### Inter Directorate Virements

7.1 There have been two Inter-Directorate virements since the budget was last reported to Cabinet in September 2019 (Quarter 1). These are:

- 7.1.1 Two virements totalling £0.131m transferring external audit fees budgets from Corporate to the relevant service area
- 7.1.2 A transfer between the BI Unit and Civic Pride, relating to previous changes in service delivery totalling £0.051m
- 7.1.3 A transfer from Corporate budgets to Revenues Benefits and Transactional Centre to cover the cost of Pensions Admin

### Intra-Directorate Virements

7.2 There have been no Intra-Directorate virements since the budget was last reported to Cabinet in November 2019 (Quarter 2).

## 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 tables 3a and 3b below and the detailed movements can be found in Appendix B(2).

**Table 3a: Current Savings Position**

2019/20 SAVINGS TRACKER Quarter 3						
Directorate	R	A	G	B	Total Net Savings to be delivered	% Savings on track against target
	£m	£m	£m	£m	£m	%
People	(3.651)	(0.910)	(2.623)	(6.059)	<b>(13.243)</b>	<b>66%</b>
Place	(2.436)	-	(1.155)	(3.307)	<b>(6.898)</b>	<b>65%</b>
Resources	-	-	-	(0.559)	<b>(0.559)</b>	<b>100%</b>
Strategy	(0.350)	(0.200)	(0.250)	(0.682)	<b>(1.482)</b>	<b>63%</b>
<b>Directorate Savings</b>	<b>(6.437)</b>	<b>(1.110)</b>	<b>(4.028)</b>	<b>(10.607)</b>	<b>(22.181)</b>	<b>66%</b>
<b>RAG Status as % of Savings Total</b>	<b>29.0%</b>	<b>5.0%</b>	<b>18.2%</b>	<b>47.8%</b>	<b>100.0%</b>	<b>-</b>

**Table 3b: Movements from Quarter 2**

Movements on the Savings Tracker					
Directorate					Total Net Savings to be delivered
	R £m	A £m	G £m	B £m	£m
As at month Quarter 3	(6.437)	(1.110)	(4.028)	(10.607)	(22.181)
Reported at Quarter 2	(5.129)	(3.713)	(6.622)	(6.718)	(22.181)
Change from previous month	(1.308)	2.603	2.594	(3.889)	-

- 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>
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 includes the full list of savings to be delivered in 2019/20.
- 8.4. As at the end of Quarter 3 a total of £6.437m of savings are classified as 'red', £1.110m are classified as 'amber', £4.028 are classified as 'green' and £10.607m of savings have been identified as having been fully delivered.
- 8.5. All savings currently projected as 'amber' or 'green' are forecast to be delivered by the year-end. If not, the projected overspend is likely to increase accordingly. Given these are not certain of deliver so late in the year this should be considered a risk to the outturn forecast.
- 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. If this is the case alternative options will need to be developed.

## 9. Collection Fund - Council Tax and Business Rates

- 9.1. For 2019/20, the amount of the Council Tax collected at the end of December 2019 was 83.28% against a target of 84.10%. The amount of Business Rates collected at the end of September 2019 was 82.99% against a target of 82.40%.

## 10. Housing Revenue Account

- 10.1. The Housing Revenue Account is forecasting an underspend of £0.157m against a gross budget of £28.854m. Within this balanced position there is an overspend in

relation to salaries, a reduction in the forecast for income and a review of the level of bad debt provision required has meant that the forecast can be reduced. The detail is shown in the table below.

	<b>Budget</b>	<b>Actual to Quarter 3</b>	<b>Forecast Quarter 3</b>	<b>Forecast variation Quarter 3</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Expenditure</b>				
Supervision & Management	5.400	4.023	5.564	0.164
Rent, Rates, Taxes and Other Charges	0.918	0.039	0.696	(0.222)
Special Services	1.414	0.794	1.415	0.001
Repairs & Maintenance	5.105	5.627	5.105	-
Council & Departmental Recharges	1.539	0.300	1.539	-
Other Miscellaneous Expenditure	14.478	-	14.219	(0.259)
<b>Total Expenditure</b>	<b>28.854</b>	<b>10.783</b>	<b>28.538</b>	<b>(0.316)</b>
<b>Income</b>				
Income	(28.854)	(21.230)	(28.695)	0.159
<b>Surplus for year</b>	<b>-</b>	<b>(10.447)</b>	<b>(0.157)</b>	<b>(0.157)</b>

## 11. Dedicated Schools Grant

11.1. The DSG is forecasting a balanced position at year end. The total DSG allocation is £240.519m after recoupment from Academies.

## 12. Capital

12.1. At Quarter 3 the forecast outturn is £174.245m, made up of £142.389m general fund and £31.856m HRA. The summary position for Quarter 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 Quarter 3**

<b>Directorate</b>	<b>Revised 2019/20 Budget reported at Quarter 2</b>	<b>Total Budget Adjustments</b>	<b>Revised 2019/20 Budget after Quarter 3 changes</b>	<b>Actual to Date</b>	<b>Forecast Outturn</b>	<b>Forecast Outturn Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
People	-	-	-	-	-	-
Place (excl. HRA)	185.589	(47.710)	137.879	87.432	137.879	-
Resources	3.671	(1.132)	2.539	0.793	2.539	-
Strategy	0.829	-	0.829	0.162	0.371	(0.458)
Corporate	2.750	(1.150)	1.600	-	1.600	-
<b>Total - General Fund</b>	<b>192.839</b>	<b>(49.992)</b>	<b>142.847</b>	<b>88.387</b>	<b>142.389</b>	<b>(0.458)</b>
Total - HRA	48.937	(17.081)	31.856	17.653	31.856	-
<b>Total</b>	<b>241.776</b>	<b>(67.073)</b>	<b>174.703</b>	<b>106.040</b>	<b>174.245</b>	<b>(0.458)</b>

12.2. A virement has been requested of £1.150m from corporate projects to the existing Refurbishment of Sports Pavilion scheme within the capital programme for the proposed redevelopment of Ashton Playing Fields as set out in the report to Cabinet on 25 November 2019.

12.3. Virements have been requested from the budget identified within the Children's capital programme to be funded from the Community Infrastructure Levy as follows:

- £0.600m to Wanstead High School
- £0.200m to Wanstead Swimming Pool
- £0.060m to Ilford County High School

The £0.800m funding for Wanstead High School and Wanstead Pool will not be required until 2020/21 so will be slipped.

12.4 Scheme underspends have been identified in relation to Al Noor Primary (£0.045m) and Grove Primary (£0.077m) and remaining grant funding will be vired to the Rolling Expansion programme until future schemes can be identified. This funding has been slipped into 2020/21.

12.5 The following slippage has also been identified in relation to the Children's capital programme:

- £3.692m into 2020/21, in relation to Uphall Primary School due to a delay in the scheme
- £0.184m into 2020/21, in relation to Highway Works for Additional School Places
- £7.216m into 2020/21, in relation to the Rolling Expansion programme (this includes the £0.122m identified in paragraph 12.4)
- £0.800m into 2020/21, in relation to Wanstead High School (in addition to the £0.600m identified in paragraph 12.3 above)
- £0.700m into 2020/21, in relation to Wanstead Swimming Pool (in addition to the £0.200m identified in paragraph 12.3 above)
- £0.619m into 2020/21, in relation to Community Infrastructure levy
- £0.405m into 2020/21, in relation to Academy project
- £0.220m into 2020/21, in relation to Ark Primary School
- £0.164m into 2020/21, in relation to Creation of Temporary Primary Places
- £0.856m into 2020/21, in relation to Gearies School
- £0.182m into 2020/21, in relation to Ilford County High School
- £0.500m into 2020/21, in relation to South Park Primary School

12.6 Slippage of £14.345m into 2020/21 has been identified in relation to the Investment Asset Acquisition programme as one of the property investment acquisitions is now not going ahead.

12.7 Slippage has also been identified in relation to the following schemes within the Place capital programme:

- £0.250m into 2020/21, in relation to Schools Estate Transformation Programme
- £0.386m into 2020/21, in relation to Hainault Forest Country Park
- £0.031m into 2020/21, in relation to Ilford Spark
- £0.900m into 2020/21, in relation to Strategic Assets Programme
- £0.200m into 2020/21, in relation to Fibre Infrastructure Project
- £0.030m into 2020/21, in relation to Northview Caravan Site
- £0.215m into 2020/21, in relation to TfL projects
- £1.300m into 2020/21, in relation to Ashton Playing Fields
- £1.000m into 2020/21, in relation to Redbridge Living
- £0.750m into 2020/21, in relation to Ilford Station Southern Entrance
- £0.450m into 2020/21, in relation to Town Hall Public Area Improvements
- £0.780m into 2020/21, in relation to Temporary Accommodation
- £3.770m into 2020/21, in relation to Vehicle Investment Programme
- £0.127m into 2020/21, in relation to Highways Section 106
- £11.000m into 2020/21, in relation to Acquisition of Homes

- 12.8 The following slippage has been identified in relation to the HRA capital programme:
- £11.824m into 2020/21, in relation to Purchase and Repair Scheme
  - £5.257m into 2020/21, in relation to New Affordable Housing Programme
- 12.9 Spend of £0.101m is required to be accelerated for the Ilford Town Centre/Community Hubs scheme into 2019/20 from 2020/21. Similarly, £0.400m is required to be accelerated from 2020/21 for the Public Realm Phase 2 works, and £0.250m is required to be accelerated from 2020/21 for End Point Computing Refresh.
- 12.10 As approved by Cabinet on 25 November 2019, an additional £2.061m has been added to the Council's Capital Programme against the 'Special Provision Fund – High Needs Review' scheme.
- 12.11 Additional grant funding of £0.450m has been added to the Highways capital programme. This funding is from Transport for London.

### 13. Risk Analysis

- 13.1. Table 5 below sets out the key in year risks that were identified in the 2018/19 budget report and sets out a current assessment of each.

**Table 5: Risks**

Description	Current Assessment
Delivery of Savings	As noted in section 8, 29.0% of savings are not expected to be delivered in this financial year. Work is ongoing to mitigate the impact of this. There is a further 23.2% of savings which are classified as amber or green and therefore should be considered to be at risk.
Income Uncertainties	Collection performance for both Council Tax and Business Rates is roughly on target. However, under the London Business Rates Pool Pilot Scheme for 2019/20 the Council will be responsible for 48% for business rate collection compared to 30% prior to last year, though this is a reduction from 64% last year it is still a significant portion of the Council's funding.
Demographic Cost Pressures	Given the volatile nature of the service drivers adult's and children's social care and housing remain high risk areas. This is reflected in the current forecast.
Inflation	Any inflationary increases above assumptions in the MTF5 will result in a budget pressure. This includes pay inflation which services are expected to contain within existing budgets.
Capital Programme	Further reviews of the programme may require virements between schemes to ensure priorities are delivered. The programme is also subject to review, particularly to consider any slippage which may be necessary
Economic Conditions and Interest Rates	Fluctuations in interest rates remain uncertain. Any changes to interest rates will impact on both current borrowing and lending.

### 14. Performance

- 14.1. Redbridge's Strategic Delivery Plan, *A Great Place to Live*, sets out the Redbridge quarterly performance framework. This is a corporate health check, which sets high



minimum standards for service performance across the full range of the Redbridge functions. Commitment was given to publish a quarterly RAG rating for each Directorate which summarises its performance, with services required to provide an explanation for any indicators which are red, or any which have been amber for two or more quarters.

14.2. The full performance framework is attached in Appendix D.

14.3. A summary of the indicators by service area is set out in the following table:

#### Q3 2019/20

Service	Red	Amber	Green	N/A	Total
Health and Social Care Service	-	1	2	3	6 (1 indicator data will not be published by NHS in time)
Children, Families and Education	-	-	3	1	4
<b>People</b>	-	1	5	4	10
<b>Place</b>	-	2	3	1	6 (waiting on one indicator)
<b>Resources</b>	-	1	1	-	2
<b>Strategy</b>	3	1	-	-	4
<b>Total</b>	<b>3</b>	<b>5</b>	<b>9</b>	<b>5</b>	<b>22</b>

14.4. There are three indicators which are rated red, and one indicator which have been amber rated for two or more quarters. The reasons for these dips in performance and what activities are being implemented to improve performance are outlined below.

#### 2.2. Percentage of clients using social care who receive direct payments

Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Target
50.9%	48.7%	48.9%	48.5%	60%

14.5. There has been a small change in the percentage of people using direct payments in the current financial year from previous years. The reduction is mainly due to the closure of a number of Direct Payments accounts that were no longer active. Adult Social Care has ongoing focus on ensuring that Direct Payments are available to residents who are eligible for care and support and will continue to promote this option within the service.

#### 3.2. Average days delayed of Adult Social Care and Shared Days Delayed Transfers of Care

Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Target
3.9	2.13	2.18	Not yet available	4.2

14.6. In 2016/17 Redbridge Council was one of the highest performing councils in the country for Delayed Transfers of Care (DTCO). In response to the outstanding performance, in 2017/18 the Department of Health and Social Care decided to reduce the DTCO target for Adult Social Care in Redbridge by nearly 50%. Representations were made to the DHSC about the new target being unachievable. Whilst the decision to lower the target was not changed, Redbridge Council continues to perform well in regards to discharges from hospital.

## 5.2. Number of households living in temporary accommodation

Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Target
2,418	2,441	2,472	2,594	2,300

14.7. In line with most London Boroughs, Redbridge has seen a steady increase in number in temporary accommodation (TA). This is driven in large part by increasing private rents, the impacts of welfare reform and increasing demand for homelessness services across London. This results in increasingly limited affordable housing options to prevent or discharge homelessness to avoid or end the need to provide temporary accommodation. The position has been compounded by a service model that is outdated and unable to respond as effectively as possible to the above pressures alongside shortage in staff as a result of an ongoing restructure. Over the next few months the number is likely to continue to increase until the actions below take effect.

14.8. The service is engaging in creative and ambitious initiatives aimed at reducing temporary accommodation, which are due to come on line in the next couple of months. This includes setting up a wholly owned company, Roding Homes, to purchase 300 homes that will be effectively offered as private rented accommodation to reduce reliance on TA. 18 properties are in the process of being purchased. The Capital Letters, Pan-London procurement project (Capital Letters) has started to deliver properties. In the longer term the Council is also committed to developing 1000 affordable homes, a proportion of which will accommodate households in temporary accommodation.

14.9. The Housing Needs service has now been redesigned and recruitment continues to the new structure. This sees an increase in procurement resource to source more and cheaper accommodation options. It also increases the staffing resource on prevention activity alongside the introduction of new processes and ways of working to make prevention activity as effective as possible. The service will also be set up to collect and make better use of data, in particular to identify opportunities to assist families earlier before they have hit crisis point and possible solutions more difficult. However, this new structure will not be fully staffed until approximately April and the benefits of the redesigned service will only start to be seen in quarter 4.

## 5.4. Number of households with children exceeding 6 weeks in B&B

Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Target
1	-	-	15	-

14.10. The Council has for a long period avoided placing families in B&B for longer than 6 weeks, however, this has been unavoidable over the last two months. This is in part due to increasing demand for temporary accommodation and the lack of move on accommodation available. There has also been a sharp focus in recent months on moving families on from the highest costing temporary accommodation, which has reduced accommodation options for families in B&B. With recruitment to the new Housing Needs structure continuing and accommodation schemes coming on line in January, the number of families in B&B over six weeks will reduce to zero by March.

## 5.6. Number of missed refuse and recycling collections per 100,000 collections

Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Target
118	109	75	28	38

14.11. The missed bin count formula has been amended after Q1 to missed collections rather than missed households. This change was made after discussions and guidance from Internal Audit. This formula matches industry standard and means that the

missed collection count is not distorted by flatted properties. The new formula is part of the revised specification with RCS.

14.12. On 29 July 2019 the waste service moved from Amey PLC to Redbridge Civic Services (RCS), a wholly owned Council contractor. A Managing Director has now been employed by RCS who (on a monthly basis) has to report to the board of directors with a number of performance indicators, including missed collections. RCS as the contractor have been given a missed bin target and there are penalties in the contract if they are not met.

**4.1. Percentage of Council Tax collected in year**

Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Target
97.29%	30.33%	56.72%	83.28%	84.10%

14.13. There has been an increase in the number of residents that have been claiming Universal Credit. Whilst those residents get some help in reducing the amount of council tax they have to pay, their income tends to vary more frequently, and this can then lead to a regular re-billing. Accordingly, they may avoid reminders. This is a known issue and one of those that has been addressed in the Council Tax Reduction Scheme 2020/21. In the meantime, a project has commenced proactively making outbound telephone calls, issuing SMS reminders to intervene in these cases at an early stage

**3.2. Percentage of stage 1 complaints responded to within 10 working days**

Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Target
83.15%	79%	80%	82%	95%

14.14. The complaints and FOI function has moved under Change. A major overhaul is near completion across the authority is being implemented to ensure that the % of complaints at stage 1 are responded to within the 10-day timeframe. An insight function is in the process of being developed which will aim to provide the council with data on why customers are complaining. A live performance dashboard will be launched at the end of January which will provide members and residents with information on how the council is performing with respect to complaints. This will be live on the Redbridge website.

**3.3. Percentage of incoming calls to the contact centre abandoned**

Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Target
22.33%	35.5%	42.3%	36.38%	10%

14.15. In June 2019 the Customer Service Function moved to a new telephony structure. The target set historically at 10% did not encompass all telephone contact into the Customer Contact Centre. The data now being reported does take into account all telephone contact. A host of services have now been absorbed into the call centre.

14.16. The Redbridge social media channel including the Chat Bot has been reopened, and the process of rolling out a new IVR infrastructure that will improve the customer experience when contacting the council is underway. Customer Services have also undergone a major structural change internally which has seen major personnel changes across the Customer service function. The Redbridge Customer Services improvement plan is now near completion and a vast improvement in how demand is managed via the telephone during the next quarter is expected. Due to these changes being made, there is confidence that there will continue to see a vast improvement in

performance. The last quarter's results (December in particular) shows huge improvements in performance which is expected to continue into Quarter 4.

14.17. The Customer Services performance indicator will be adapted to encompass all contact to the council via customer services including face to face, administration including email, social media, web and telephone. It is expected that this is available to all members and the public for Quarter 4. This will be published on the council's website.

**3.4. Number of working days per FTE lost due to sickness absence (excluding school staff)**

Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Target
8.9	8.77	9.1	9.1	5

14.18. This is partly due to long term sickness absence which can inflate sickness figures, however this is being managed through the sickness absence procedure and working closely with managers, with the aim of reducing the targets.

14.19. In addition, it has been identified that the current restructures, disciplinarys and grievances has also had an impact on absence level, these procedures are under review to reduce sickness absence levels.

**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 2019/20, MTFS 2019/20 – 2023/24 and Council Tax 2019/20  
Month 2 Budgetary Control Report  
Quarter 1 Budgetary Control Report  
Quarter 2 Budgetary Control Report

Directorate Revenue Budgets as at Quarter 3

Appendix A

Department	Revised Budget as at Quarter 2	Virements	Revised Budget as at Quarter 3	Actuals to date (includes commitments) Quarter 3	Latest Forecast Quarter 3	Forecast variation Quarter 3	Forecast variation movement since Quarter 2
	£m	£m	£m	£m	£m	£m	£m
<b>PEOPLE</b>							
Corporate Director of People	1.047	-	1.047	0.706	1.139	0.092	(0.016)
Adult Social Care	53.872	-	53.872	47.883	63.426	9.554	2.218
Public Health	(0.173)	-	(0.173)	(2.189)	(0.131)	0.042	-
Children & Families	29.114	-	29.114	22.083	30.772	1.658	0.019
Contracts & Commissioning	1.169	-	1.169	0.814	1.136	(0.033)	0.024
Education & Inclusion	9.431	-	9.431	10.240	10.240	0.809	0.220
<b>People Directorate Net Total</b>	<b>94.461</b>	<b>-</b>	<b>94.461</b>	<b>79.537</b>	<b>106.583</b>	<b>12.122</b>	<b>2.465</b>
<b>PLACE</b>							
Civic Pride	7.223	(0.051)	7.172	13.850	10.477	3.305	2.655
Director of Place	0.504	-	0.504	0.285	0.540	0.036	0.021
Housing - General Fund	5.582	-	5.582	9.525	10.383	4.801	0.301
Leisure Client	8.736	-	8.736	7.024	8.861	0.125	0.125
Regeneration & Property	1.947	-	1.947	1.143	1.247	(0.700)	0.293
<b>Place Directorate Net Total</b>	<b>23.992</b>	<b>(0.051)</b>	<b>23.941</b>	<b>31.827</b>	<b>31.508</b>	<b>7.567</b>	<b>3.395</b>
<b>RESOURCES</b>							
Assurance	2.560	-	2.560	3.208	2.383	(0.177)	0.013
Finance	3.681	0.108	3.789	3.055	3.632	(0.157)	(0.114)
IT and Digital Services	5.861	-	5.861	6.442	5.852	(0.009)	(0.051)
Revenues, Benefits & Transactional Centre	2.162	0.123	2.285	104.021	2.038	(0.247)	(0.181)
<b>Resources Directorate Net Total</b>	<b>14.264</b>	<b>0.231</b>	<b>14.495</b>	<b>116.726</b>	<b>13.905</b>	<b>(0.590)</b>	<b>(0.333)</b>
<b>STRATEGY</b>							
Communications	0.431	-	0.431	0.325	0.364	(0.067)	0.097
Customer Services	1.630	-	1.630	1.272	1.630	-	(0.002)
Director of Strategy	(0.482)	-	(0.482)	0.200	(0.115)	0.367	-
Policy, Equalities and Communities	1.730	-	1.730	1.685	1.676	(0.054)	(0.077)
Change & Business Intelligence	0.384	0.051	0.435	0.552	0.407	(0.028)	(0.107)
Chief Executive	1.646	-	1.646	1.602	1.796	0.151	0.060
<b>Strategy Directorate Net Total</b>	<b>5.339</b>	<b>0.051</b>	<b>5.390</b>	<b>5.636</b>	<b>5.759</b>	<b>0.369</b>	<b>(0.029)</b>
<b>Total Departmental (Controllable)</b>	<b>138.056</b>	<b>0.231</b>	<b>138.287</b>	<b>233.727</b>	<b>157.755</b>	<b>19.468</b>	<b>5.498</b>
<b>Corporate</b>							
Contingency	3.000	-	3.000	-	-	(3.000)	-
Levies and Joint Arrangements	28.588	-	28.588	23.613	28.588	-	-
Capital Financing Costs	20.657	(0.124)	20.533	-	16.033	(4.500)	(4.500)
Corporate Items	(2.307)	(0.107)	(2.414)	(4.798)	(7.114)	(4.700)	(2.700)
<b>Corporate Total</b>	<b>49.938</b>	<b>(0.231)</b>	<b>49.707</b>	<b>18.815</b>	<b>37.507</b>	<b>(12.200)</b>	<b>(7.200)</b>
<b>Net Budget Requirement</b>	<b>187.994</b>	<b>-</b>	<b>187.994</b>	<b>252.542</b>	<b>195.262</b>	<b>7.268</b>	<b>(1.702)</b>
Corporate Use of Reserves	(5.407)	-	(5.407)	-	(5.407)	-	-
Collection Fund Related Funding	(182.587)	-	(182.587)	-	(182.587)	-	-
<b>Core Funding</b>	<b>(187.994)</b>	<b>-</b>	<b>(187.994)</b>	<b>-</b>	<b>(187.994)</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>252.542</b>	<b>7.268</b>	<b>7.268</b>	<b>(1.702)</b>

APPENDIX B

2019/20						
SAVINGS TRACKER						
Quarter 3						
Directorate	R £m	A £m	G £m	B £m	Total Net Savings to be	% Savings on track against target
					£m	%
People	(3.651)	(0.910)	(2.623)	(6.059)	(13.243)	66%
Place	(2.436)	-	(1.155)	(3.307)	(6.898)	65%
Resources	-	-	-	(0.559)	(0.559)	100%
Strategy	(0.350)	(0.200)	(0.250)	(0.682)	(1.482)	63%
<b>Directorate Savings</b>	<b>(6.437)</b>	<b>(1.110)</b>	<b>(4.028)</b>	<b>(10.607)</b>	<b>(22.182)</b>	<b>66%</b>
<b>RAG Status as % of Savings Total</b>	<b>29.0%</b>	<b>5.0%</b>	<b>18.2%</b>	<b>47.8%</b>	<b>100.0%</b>	<b>-</b>



Directorate	Service Area	Type	Savings Ref	Description	2019/20 £m	2019/20 Red £m	2019/20 Amber £m	2019/20 Green £m	2019/20 Blue £m	Notes / Comments
People	Adult Social Services	New savings agreed at October 2018 Cabinet	19/20ASC05	Home First - Reablement as a default pathway for adults	(0.215)	-	-	-	(0.215)	
People	Adult Social Services	New savings agreed at October 2018 Cabinet	19/20ASC01	Application of assistive technology to support people with social care needs	(0.280)	(0.280)	-	-	-	
People	Adult Social Services	New savings agreed at October 2018 Cabinet	19/20ASC02	People Matter- Implementing the 3 Conversations social work model	(1.221)	-	-	(0.331)	(0.890)	
People	Adult Social Services	New savings agreed at October 2018 Cabinet	19/20ASC03	Learning Disabilities People Matter	(0.245)	-	-	(0.005)	(0.240)	
People	Adult Social Services	New savings agreed at October 2018 Cabinet	19/20ASC04	Step down to supported living for vulnerable people	(0.020)	-	-	(0.020)	-	
People	Adult Social Services	New Savings Proposed post 16 October 2018	19/20ADD ASC01	Falls Prevention	(0.050)	-	-	(0.050)	-	
People	Adult Social Services	New Savings Proposed post 16 October 2018	19/20ADD ASC02	Public Health	(0.300)	(0.300)	-	-	-	
People	Adult Social Services		19/20 MIT ASC1	Public Health - A plan is currently being developed to make delivery of the saving sustainable. One-off management actions such as holding staff vacancies is mitigating this for the current year	-	0.300	-	-	(0.300)	
People	Adult Social Services	New Savings Proposed post 16 October 2018	19/20ADD ASC03	Risk Update - Home First - Reablement as a default pathway for adults	(0.031)	-	-	-	(0.031)	
People	Adult Social Services	New Savings Proposed post 16 October 2018	19/20 ADD ASC05	Voluntary Community Sector	(0.050)	-	-	(0.019)	(0.031)	
People	Adult Social Services	New Savings Proposed post 16 October 2018	19/20 ADD 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)	-	
People	Adult Social Services	New Savings Proposed post 16 October 2018	19/20 ADD ASC08	Review of Residential and Nursing (with Placement and Brokerage)	(0.125)	-	-	(0.047)	(0.078)	
People	Adult Social Services	New Savings Proposed post 16 October 2018	19/20 ADD ASC09	Amendment to 19/20ASC02 - People Matter - Implementing the Three Conversations - Social Work Model - Reprofile	(0.389)	-	-	(0.389)	-	
People	Adult Social Services	New Savings Proposed post 16 October 2018	19/20 ADD ASC10	Continuing Health Care - increased challenge	(0.200)	-	-	-	(0.200)	
People	Adult Social Services	New Savings Proposed post 16 October 2018	19/20 ADD ASC11	Increased Saving on 19/20ASC03 - Learning Disabilities People Matter - Risk Update	(0.100)	-	-	(0.100)	-	
People	Adult Social Services	Previous agreed saving	17/18 HSC04	Expansion of Extra Care Services	(0.080)	(0.080)	-	-	-	

Directorate	Service Area	Type	Savings Ref	Description	2019/20 £m	2019/20 Red £m	2019/20 Amber £m	2019/20 Green £m	2019/20 Blue £m	Notes / Comments
People	Adult Social Services	Substitution	17/18 HSC04	Expansion of Extra Care Services	0.080	0.080	-	-	-	
People	Adult Social Services	Substitution	19/20 SUB ASC1	Over achievement from 19/20 ADD ASC10 Continuing Health Care - increased challenge.	(0.080)	-	-	-	(0.080)	
People	Adult Social Services	Previous agreed saving	18/19HSC12	Places to Live	(0.160)	-	(0.160)	-	-	
People	Adult Social Services	Red Saving brought forward from 2018/19 Savings	17/18 HSC03	Review of Transport Services	(0.532)	(0.532)	-	-	-	
People	Adult Social Services	Red Saving brought forward from 2018/19 Savings	16/17ASS306	Review Assessment of Need for Care Packages	(0.314)	-	-	(0.060)	(0.254)	
People	Adult Social Services	Red Saving brought forward from 2018/19 Savings	17/18 HSC01	Transformation of Day Opportunities	(0.938)	(0.330)	-	(0.180)	(0.428)	
People	Adult Social Services	Red Saving brought forward from 2018/19 Savings	17/18 HSC02	Align Residential Care Offer with local needs	(1.002)	(0.502)	(0.350)	(0.099)	(0.051)	
People	Adult Social Services	Red Saving brought forward from 2018/19 Savings	17/18 HSC07	Review of Staffing Levels in the HASS	(0.295)	(0.295)	-	-	-	
People	Adult Social Services	Red Saving brought forward from 2018/19 Savings	18/19HSC07	Charging Policy Review	(0.247)	-	-	-	(0.247)	
People	Adult Social Services	Red Saving brought forward from 2018/19 Savings	18/19HSC09	Financial Assessment and Prompt Charging	(0.035)	-	-	-	(0.035)	
People	Adult Social Services	Red Saving brought forward from 2018/19 Savings	18/19HSC11	Three Conversations, Social Prescribing and Asset Mobilisation	(0.500)	-	-	(0.500)	-	
People	Adult Social Services	Red Saving brought forward from 2018/19 Savings	18/19HSC12	Places to Live	(0.400)	-	-	-	(0.400)	
People	Adult Social Services	Red Saving brought forward from 2018/19 Savings	18/19ADD	Reduction in posts - Adults Social Care	(0.301)	-	-	-	(0.301)	
People	Adult Social Services	Red Saving brought forward from 2018/19 Savings	18/19ADD	Reduction in posts - Adults Social Care Shortfall	(0.192)	-	-	(0.033)	(0.159)	
People	Adult Social Services	Red Saving brought forward from 2018/19 Savings	18/19HSC16	Cost Avoidance (Transitions)	(0.250)	(0.250)	-	-	-	
People	Adult Social Services	Red Saving brought forward from 2018/19 Savings	18/19HSC13	Housing Related Support	(0.270)	-	-	-	(0.270)	

Directorate	Service Area	Type	Savings Ref	Description	2019/20 £m	2019/20 Red £m	2019/20 Amber £m	2019/20 Green £m	2019/20 Blue £m	Notes / Comments
People	Adult Social Services	New Savings Proposed post 16 October 2018	19/20 ADD 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	(0.070)	(0.070)	-	-	-	
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)	
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)	
People	Children & Families	New savings agreed at October 2018 Cabinet	19/20CF03	Reducing the numbers of Children in Need	(0.053)	-	-	-	(0.053)	
People	Children & Families	New savings agreed at October 2018 Cabinet	19/20CF04	A revised offer for unaccompanied young people seeking asylum	(0.102)	-	-	-	(0.102)	
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)	-	
People	Children & Families	Previous agreed saving	17/18 CYP05	Reduce reliance on semi supported accommodation costs for care leavers through	(0.718)	(0.318)	(0.400)	-	-	
People	Children & Families	Previous agreed saving	17/18 CYP01	Streamline support to Local Safeguarding Children's Board (LSCB) and Child Death Overview Panel following anticipated Legislative change	(0.100)	-	-	-	(0.100)	
People	Children & Families	Previous agreed saving	17/18 CYP02	Review of Services for Children's with Disabilities	(0.300)	-	-	(0.050)	(0.250)	
People	Children & Families	Previous agreed saving	17/18 CYP04	Reduce reliance upon Independent Fostering Agencies (25% reduction)	(0.341)	(0.294)	-	-	(0.047)	
People	Children and Families	Red Saving brought forward from 2018/19 Savings	18/19CYP05	Reduction of Looked After Children Placement Costs	(0.306)	(0.288)	-	-	(0.018)	
People	Children and Families	Red Saving brought forward from 2018/19 Savings	18/19ADD	Reduction in posts - Children & Families	(0.398)	-	-	-	(0.398)	
People	Education and Inclusion	Red Saving brought forward from 2018/19 Savings	17/18 CYP08	Remodelling Children's Centres and the provision of services for the 0-5 year olds.	(0.500)	-	-	(0.500)	-	
People	Education and Inclusion	Red Saving brought forward from 2018/19 Savings	18/19CYP04	Services to the Under 5's	(0.500)	(0.500)	-	-	-	
People	Education and Inclusion	Substitution	18/19CYP04	Services to the Under 5's	0.500	0.500	-	-	-	
People	Adult Social Services	Substitution	19/20 SUB ASC2	£0.350m in over achievement of '19/20 ADD ASC10 Continuing Health Care - increased challenge'	(0.350)	-	-	-	(0.350)	

Directorate	Service Area	Type	Savings Ref	Description	2019/20 £m	2019/20 Red £m	2019/20 Amber £m	2019/20 Green £m	2019/20 Blue £m	Notes / Comments
People	Education and Inclusion	Substitution	19/20 SUB CYP1	£0.150m overachievement from 17/18 CYP08 2018/19 Remodelling Children's Centres and the provision of services for the 0-5 year olds	(0.150)	-	-	(0.150)	-	
People	Education and Inclusion	Red Saving brought forward from 2018/19 Savings Round	17/18 CYP12	Review and reduce costs of providing transport to children and young people with special educational needs	(0.492)	(0.492)	-	-	-	
People	Education and Inclusion	Red Saving brought forward from 2018/19 Savings	18/19AADD	Reduction in posts - Education & Inclusion	(0.357)	-	-	-	(0.357)	
<b>Total</b>					<b>(13.243)</b>	<b>(3.651)</b>	<b>(0.910)</b>	<b>(2.623)</b>	<b>(6.059)</b>	

Directorate	Service Area	Type	Savings Ref	Description	2019/20 £m	2019/20 Red £m	2019/20 Amber £m	2019/20 Green £m	2019/20 Blue £m	Notes / Comments
Place	Across Place	Red Saving brought forward from 2018/19 Savings Round	2017/18 ADD SAVING	Service Realignment & Prioritisation	(0.207)	-	-	-	(0.207)	
Place	Civic Pride	New savings agreed at October 2018 Cabinet	19/20CP03	Parking Transformation Programme incl 19/20 ADD CP04	(0.770)	(0.770)	-	-	-	
Place	Civic Pride	New savings agreed at October 2018 Cabinet	19/20CP04	Changes to container provision	(0.020)	-	-	-	(0.020)	
Place	Civic Pride	New savings agreed at October 2018 Cabinet	19/20CP05	Review of Highways and Transport charges	(0.085)	-	-	-	(0.085)	
Place	Civic Pride	New savings agreed at October 2018 Cabinet	19/20CP07	Introduce license fee for advertising boards	(0.020)	-	-	(0.020)	-	
Place	Civic Pride	New savings agreed at October 2018 Cabinet	19/20CP08	Revision to license fees for Houses in Multiple Occupation (HMOs)	(0.235)	-	-	-	(0.235)	
Place	Civic Pride	New savings agreed at October 2018 Cabinet	19/20CP09	Late Night Levy	(0.015)	(0.015)	-	-	-	
Place	Civic Pride	New savings agreed at October 2018 Cabinet	19/20CP10	Increase Customer base for Commercial Waste	(0.035)	-	-	-	(0.035)	
Place	Civic Pride	New savings agreed at October 2018 Cabinet	19/20CP02	Review of current externalised service arrangement	(0.050)	-	-	-	(0.050)	
Place	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	(0.100)	-	-	-	(0.100)	
Place	Civic Pride	New Savings Proposed post 16 October 2018	19/20 ADD CP11	Fleet management - one off	(0.050)	-	-	(0.050)	-	
Place	Civic Pride	New Savings Proposed post 16 October 2018	19/20 ADD CP13	Recovery of clean-up costs (fly tips)	(0.015)	-	-	(0.015)	-	
Place	Civic Pride	New Savings Proposed post 16 October 2018	19/20 ADD CP17	Fabrication team trading at depot	(0.010)	-	-	-	(0.010)	
Place	Civic Pride	New Savings Proposed post 16 October 2018	19/20 ADD CP05	Cashless payments across Civic Pride	(0.040)	-	-	-	(0.040)	
Place	Civic Pride	New Savings Proposed post 16 October 2018	19/20 ADD CP07	Parking - Self Service Options for Permits	(0.030)	(0.030)	-	-	-	
Place	Civic Pride	New Savings Proposed post 16 October 2018	19/20 ADD CP10	Clinical Waste Provision for hospitals/tattoo parlours	(0.008)	-	-	-	(0.008)	
Place	Civic Pride	New Savings Proposed post 16 October 2018	19/20 ADD CP08	Limit on Bulky Waste collection	(0.100)	(0.100)	-	-	-	

Directorate	Service Area	Type	Savings Ref	Description	2019/20 £m	2019/20 Red £m	2019/20 Amber £m	2019/20 Green £m	2019/20 Blue £m	Notes / Comments
Place	Civic Pride	New Savings Proposed post 16 October 2018	19/20 ADD CP12	BID contribution rates	(0.010)	(0.010)	-	-	-	
Place	Civic Pride	Previous agreed saving	17/18ADD PL07	PL21 - Replacement of LED (will be Capital dependent)	(0.025)	-	-	-	(0.025)	
Place	Civic Pride	Previous agreed saving	17/18 PL01	Property Licensing Scheme	(0.065)	-	-	-	(0.065)	
Place	Civic Pride	Previous agreed saving	17/18 PL21	LED replacement of street lights	(0.200)	-	-	-	(0.200)	
Place	Civic Pride	Previous agreed saving	17/18 PL24	2016/17 Parking Strategy Items Uplift	(0.027)	-	-	-	(0.027)	
Place	Civic Pride	Previous agreed saving	17/18 PL25	Convert Town Hall Car Park to a Public Car Park	(0.007)	-	-	(0.007)	-	
Place	Civic Pride	Previous agreed saving	17/18 PL26	Review scope of parking permits	(0.002)	-	-	(0.002)	-	
Place	Civic Pride	Previous agreed saving	17/18 PL27	Parking adjacent to Barksideside Magistrates Court	(0.002)	-	-	(0.002)	-	
Place	Civic Pride	Previous agreed saving	17/18 PL28	Unattended CCTV Enforcement	(0.181)	-	-	(0.181)	-	
Place	Civic Pride	Previous agreed saving	17/18 PL29	Savings associated with cashless payments for pay and display parking	(0.035)	-	-	(0.035)	-	
Place	Civic Pride	Previous agreed saving	17/18 PL31	Extra Civil Enforcement Officers	(0.142)	-	-	-	(0.142)	
Place	Civic Pride	Red Saving brought forward from 2018/19 Savings	16/17ENV301	Increase Volumes Collected Per Vehicle	(0.100)	-	-	-	(0.100)	
Place	Civic Pride	New savings agreed at October 2018 Cabinet	19/20CP06	CCTV contract and operations review	(0.010)	-	-	-	(0.010)	
Place	Civic Pride	New Savings Proposed post 16 October 2018	19/20 ADD CP01	CCTV Contract Review	(0.400)	-	-	-	(0.400)	
Place	Housing	New Savings Proposed post 16 October 2018	19/20 ADD HOU01	Revised 18/19PL07 - Storage for Homeless Families to 19/20 - Reprofiled	(0.093)	-	-	(0.093)	-	
Place	Housing	Previous agreed saving	17/18 PL35	Housing need and homelessness prevention change programme - additional directly managed temporary accommodation	(0.131)	(0.131)	-	-	-	
Place	Housing	Previous agreed saving	17/18 PL36	Housing need and homelessness prevention change programme - delivery of new permanent Council homes	(0.537)	(0.529)	-	-	(0.008)	
Place	Housing	Previous agreed saving	17/18 PL37	Housing need and homelessness prevention change programme - reducing demand for Temporary Accommodation	(0.290)	(0.269)	-	-	(0.021)	
Place	Housing	Previous agreed saving	18/19PL06	TA Acquisition Programme	(0.650)	(0.582)	-	-	(0.068)	
Place	Housing	Previous agreed saving	18/19PL07	PL01 1819 - Storage for Homeless Families	(0.096)	-	-	-	(0.096)	
Place	Leisure	New Savings Proposed post 16 October 2018	19/20 ADD LEI01	Leisure offer (Vision management fee)	(0.500)	-	-	(0.500)	-	
Place	Regeneration and Property	Previous agreed saving	17/18 PL34	Review Planning Policy team	(0.060)	-	-	-	(0.060)	
Place	Regeneration and Property	Previous agreed saving	17/18 PL38	Urban Design and Conservation	(0.020)	-	-	-	(0.020)	
Place	Regeneration and Property	Previous agreed saving	17/18 PL42	Review Property and asset management change programme	(0.250)	-	-	(0.250)	-	

Directorate	Service Area	Type	Savings Ref	Description	2019/20 £m	2019/20 Red £m	2019/20 Amber £m	2019/20 Green £m	2019/20 Blue £m	Notes / Comments
Place	Regeneration and Property	Previous agreed saving	17/18 PL32	Review of Planning Performance Agreements Fees	(0.025)	-	-	-	(0.025)	
Place	Regeneration and Property	Previous agreed saving	18/19PL01	Commercial Asset Portfolio	(1.250)	-	-	-	(1.250)	
<b>Total</b>					<b>(6.898)</b>	<b>(2.436)</b>	<b>-</b>	<b>(1.155)</b>	<b>(3.307)</b>	

Directorate	Service Area	Type	Savings Ref	Description	2019/20 £m	2019/20 Red £m	2019/20 Amber £m	2019/20 Green £m	2019/20 Blue £m	Notes / Comments
Resources	Finance Department	Previous agreed saving	17/18 RES 12	Review of Counter Fraud Offer to include a Finance Intelligence Officer	(0.063)	(0.063)	-	-	-	
Resources	Finance Department	Substitution	17/18 RES 12	Review of Counter Fraud Offer to include a Finance Intelligence Officer	0.063	0.063	-	-	-	
Resources	Finance Department	Previous agreed saving	17/18 RES 22	Accelerate and Increase Shared Service RSS -FIN303	(0.050)	(0.050)	-	-	-	
Resources	Finance Department	Substitution	17/18 RES 22	Accelerate and Increase Shared Service RSS -FIN303	0.050	0.050	-	-	-	
Resources	Finance Department	Substitution	19/20 SUB RES1	Restructure of service and review of expenditure	(0.113)	-	-	-	(0.113)	
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)	
Resources	Revenues, Benefits & Transactional Centre	Previous agreed saving	17/18 RES 06	Review Cash Collection and Processing Services	(0.100)	-	-	-	(0.100)	
Resources	IT and Digital Services	Previous agreed saving	17/18 RES 15	New managed print services contract	(0.020)	-	-	-	(0.020)	
Resources	Corporate	New savings agreed at October 2018 Cabinet	19/20CORP01 - Lines combined	Further Improve Council Tax Collection Rates	(0.171)	-	-	-	(0.171)	
Resources	Corporate	New savings agreed at October 2018 Cabinet	19/20CORP02 - Lines combined	Further work to reduce fraudulent Council Tax exemption and discount claims	(0.095)	-	-	-	(0.095)	
<b>Total</b>					<b>(0.559)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(0.559)</b>	



**Strategy Savings 2019/20**

**Appendix B**

Directorate	Service Area	Type	Savings Ref	Description	2019/20 £m	2019/20 Red £m	2019/20 Amber £m	2019/20 Green £m	2019/20 Blue £m	Notes / Comments
Strategy	Change Team	New savings agreed at October 2018 Cabinet	19/20STA02	Capitalise Change Team	(0.270)	-	-	-	(0.270)	
Strategy	Chief Executive	Previous agreed saving	17/18 RES 13	Annual leave initiative - enabling buy-back of annual leave	(0.041)	(0.041)	-	-	-	
Strategy	Chief Executive	Substitution	17/18 RES 13	Annual leave initiative - enabling buy-back of annual leave	0.041	0.041	-	-	-	
Strategy	Chief Executive	Previous agreed saving	17/18 RES 14	Reshaping the HR Service	(0.050)	-	-	-	(0.050)	
Strategy	Chief Executive	Red Saving brought forward from 2018/19 Savings	17/18 RES 13	Annual leave initiative - enabling buy-back of annual leave	(0.033)	(0.033)	-	-	-	
Strategy	Chief Executive	Substitution	17/18 RES 13	Annual leave initiative - enabling buy-back of annual leave	0.033	0.033	-	-	-	
Strategy	Chief Executive	Red Saving brought forward from 2018/19 Savings	17/18ADD RES03	Annual leave initiative - enabling buy-back of annual leave 17/18 RES13 Additional	(0.008)	(0.008)	-	-	-	
Strategy	Chief Executive	Substitution	17/18ADD RES03	Annual leave initiative - enabling buy-back of annual leave 17/18 RES13 Additional	0.008	0.008	-	-	-	
Strategy	Chief Executive	Red Saving brought forward from 2018/19 Savings	2017/18 ADD SAVING	Annual leave initiative - enabling buy-back of annual leave 17/18 RES13	(0.030)	(0.030)	-	-	-	
Strategy	Chief Executive	Substitution	2017/18 ADD SAVING	Annual leave initiative - enabling buy-back of annual leave 17/18 RES13	0.030	0.030	-	-	-	
Strategy	Chief Executive	Substitution	19/20 SUB STA1	HR Budget review and realignment	(0.112)	-	-	-	(0.112)	
Strategy	Customer Services	New savings agreed at October 2018 Cabinet	19/20STA01	Channel shift enabling staffing reductions	(0.030)	-	-	(0.030)	-	
Strategy	Director of Strategy	New Savings Proposed post 16 October 2018	19/20 ADD STA01	Review Communications and Engagement Functions across the authority	(0.350)	(0.350)	-	-	-	
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	(0.200)	-	(0.200)	-	-	
Strategy	Director of Strategy	New Savings Proposed post 16 October 2018	19/20 ADD STA02	VCS Grants	(0.150)	-	-	(0.150)	-	
Strategy	Director of Strategy	Previous agreed saving	17/18 STR02	Review and reshaping of the Strategy, Communications and Transformation teams service provision	(0.070)	-	-	(0.070)	-	
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	(0.200)	-	-	-	(0.200)	
Strategy	Policy, Equalities and Communities	Previous agreed saving	17/18 STR04	Review Healthwatch contract	(0.050)	-	-	-	(0.050)	
<b>Total</b>					<b>(1.482)</b>	<b>(0.350)</b>	<b>(0.200)</b>	<b>(0.250)</b>	<b>(0.682)</b>	

Capital Programme Reference	Project Description	Revised 2019/20 Budget after Quarter 2 changes	Actual to Date - Quarter 3	Forecast Outturn - Quarter 3	Forecast Outturn Variance - Quarter 3	Additions to budget	Accelerated Budget	Slippage from 2019/20	Virements	Total Adjustments	Revised 2019/20 Budget after Quarter 3 changes
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
16/17ASS01	Adult Social Services Systems Development	-	-	-	-	-	-	-	-	-	-
	<b>TOTAL – PEOPLE</b>										
16/17LEI404	Mayfield School Swimming Pool	-	-	-	-	-	-	-	-	-	-
16/17CHS402	Little Heath	1.575	1.312	1.575	-	-	-	-	-	-	1.575
16/17CHS407	Cleveland Infant School	-	-	-	-	-	-	-	-	-	-
16/17CHS401	Expansion of Hatton Special School	-	-	-	-	-	-	-	-	-	-
16/17CHS419	Gearies School	3.668	2.239	2.812	-	-	-	(0.856)	-	(0.856)	2.812
16/17CHS418	Mayfield School - Design & Technology Block	3.239	2.316	3.239	-	-	-	-	-	-	3.239
16/17CHS420	Al-Noor Primary School	0.045	-	-	-	-	-	-	-	-	-
17/18CAP-PL01	Wanstead High School	1.500	0.113	0.700	-	-	-	(1.400)	0.600	(0.800)	0.700
17/18CAP-PL03	Wanstead Swimming Pool	1.000	0.060	0.300	-	-	-	(0.900)	0.200	(0.700)	0.300
16/17CHSADD.1	School Conditioning	3.347	1.636	3.347	-	-	-	-	-	-	3.347
16/17CHSADD.2	School Additional Conditioning Programme	2.500	-	2.500	-	-	-	-	-	-	2.500
16/17CHS427	Community Infrastructure Levy	1.479	-	-	-	-	-	(0.619)	(0.860)	(1.479)	-
16/17CHSADD.3	Academy Project	0.405	-	-	-	-	-	(0.405)	-	(0.405)	-
16/17CHSADD.4	Academy PSU	-	-	-	-	-	-	-	-	-	-
17/18CAP-PL02	Rolling Expansion Programme	7.094	-	-	-	-	-	(7.216)	-	(7.216)	-
16/17CHS414	Disabled Adaptions at Primary & Secondary Schools	0.100	-	0.100	-	-	-	-	-	-	0.100
16/17CHS422	Fire Precautions - unallocated	0.011	-	0.011	-	-	-	-	-	-	0.011
16/17CHS416	Project & Programme management	-	-	-	-	-	-	-	-	-	-
16/17CHSADD.5	Beal High - ADD Sec School Places	-	-	-	-	-	-	-	-	-	-
16/17CHS414	Mayfield School Expansion	-	-	-	-	-	-	-	-	-	-
16/17CHS423	School Boiler and Heating Distribution	0.924	0.983	0.924	-	-	-	-	-	-	0.924
16/17CHS426	Highway Works for Additional School Places	0.232	0.035	0.048	-	-	-	(0.184)	-	(0.184)	0.048
16/17CHSADD.6	I-Foundation Avanti Court Primary School	-	-	-	-	-	-	-	-	-	-
16/17CHSADD.7	Ark Primary School	0.247	(0.072)	0.027	-	-	-	(0.220)	-	(0.220)	0.027
16/17CHSADD.8	Oaks Parks High School Expansion	-	-	-	-	-	-	-	-	-	-
16/17CHS406	Woodbridge High School 2	0.133	0.002	0.133	-	-	-	-	-	-	0.133
16/17CHS403	Ilford County High School	0.122	-	-	-	-	-	(0.182)	0.060	(0.122)	-
16/17CHS403	Woodford County High School	-	-	-	-	-	-	-	-	-	-
17/18 CAPPL02.1	Grove Primary School	0.119	0.013	0.042	-	-	-	-	-	-	0.042
16/17CHS408	South Park Primary School	0.639	0.078	0.139	-	-	-	(0.500)	-	(0.500)	0.139
16/17CHSADD.9	Redbridge Primary School	-	-	-	-	-	-	-	-	-	-
16/17CHS410	Parkhill Infant and Junior School	0.155	0.113	0.155	-	-	-	-	-	-	0.155
16/17CHS412	Creation of Temporary Primary Places	0.352	0.034	0.200	-	-	-	(0.164)	-	(0.164)	0.200
16/17CHS421	Capital Maintenance of School Roof & Windows	1.095	0.824	1.095	-	-	-	-	-	-	1.095
16/17CHS417	Newbridge - Purchase of Land	-	-	-	-	-	-	-	-	-	-
16/17CHS419	Nightingale Permanent Expansion	0.012	-	-	-	-	-	-	-	-	-
16/17CHSADD.10	FIT (Building Energy Retrofit)	-	-	-	-	-	-	-	-	-	-
16/17CHSADD.11	Snaresbrook Primary Schools (Gates and Fencing)	-	-	-	-	-	-	-	-	-	-
17/18 CAPPL02.2	Uphall Primary School	3.992	0.125	0.300	-	-	-	(3.692)	-	(3.692)	0.300
	Belmont Nursery	-	-	-	-	-	-	-	-	-	-
16/17CHSADD.12	Special Provision Fund - High Needs Review	1.950	0.418	4.011	-	2.061	-	-	-	2.061	4.011



Capital Programme Reference	Project Description	Revised 2019/20 Budget after Quarter 2 changes	Actual to Date - Quarter 3	Forecast Outturn - Quarter 3	Forecast Outturn Variance - Quarter 3	Additions to budget	Accelerated Budget	Slippage from 2019/20	Virements	Total Adjustments	Revised 2019/20 Budget after Quarter 3 changes
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
16/17ENV404	Highways Drainage LBR	0.059	0.029	0.059	-	-	-	-	-	-	0.059
18/19CAP-PL11	Street Lighting Renewals LBR	0.336	0.254	0.336	-	-	-	-	-	-	0.336
18/19CAPADD.3	Redbridge Quietway - TFL	-	-	-	-	-	-	-	-	-	-
16/17CHSADD.15	Go Ultra Low City Scheme	-	-	-	-	-	-	-	-	-	-
16/17CHSADD.16	Section 106 Various	0.127	-	-	-	-	-	(0.127)	-	(0.127)	-
16/17ENV406	Minor Works for People with Impaired Mobility LBR	0.061	0.010	0.061	-	-	-	-	-	-	0.061
17/18CAP-PL10	Orbital Corridor 2 TFL	-	-	-	-	-	-	-	-	-	-
17/18CAP-PL04	Parking Strategy	0.140	0.207	0.140	-	-	-	-	-	-	0.140
17/18CAP-PL10	Radial Corridor 3 TFL	-	-	-	-	-	-	-	-	-	-
17/18CAP-PL10	Orbital Corridor 5	-	-	-	-	-	-	-	-	-	-
17/18CAP-PL10	Green Corridor 1 - Hainault Greenway (TFL)	-	-	-	-	-	-	-	-	-	-
17/18CAP-PL10	Neighbourhood Newbury Park (TFL)	-	-	-	-	-	-	-	-	-	-
17/18CAP-PL10	Neighbourhood River Roding Bridge (TFL)	-	-	-	-	-	-	-	-	-	-
17/18CAP-PL10	Radial Corridor 4 - A123 Gants Hill to Hainault (TFL)	-	-	-	-	-	-	-	-	-	-
16/17CHSADD.17	School Congestion	0.001	-	0.001	-	-	-	-	-	-	0.001
17/18CAP PL10	Green Corridor 4 TFL	-	-	-	-	-	-	-	-	-	-
17/18CAP PL10	Orbital Corridor 4 TFL	-	-	-	-	-	-	-	-	-	-
18/19CAPADD.4	Clayhall Flood Alleviation EA	0.682	0.130	0.682	-	-	-	-	-	-	0.682
18/19CAPADD.5	Bus Priority Funding (TFL)	-	0.023	0.200	-	0.200	-	-	-	0.200	0.200
18/19CAPADD.6	Highways maintenance	-	0.126	0.150	-	0.150	-	-	-	0.150	0.150
18/19CAPADD.7	Sustainable Measures (TFL)	-	-	0.100	-	0.100	-	-	-	0.100	0.100
	Air Quality/Principal Roads/Refurbishment for Bridges/Bus Stop Accessibility	-	-	-	-	-	-	-	-	-	-
18/19CAPNEWPL	Empty Properties Capital	0.045	0.027	0.045	-	-	-	-	-	-	0.045
15/16VEH02	Vehicle Replacement Programme	0.042	0.030	0.042	-	-	-	-	-	-	0.042
19/20CAPADD.3	Corridors and Neighbourhoods / TFL	-	-	-	-	-	-	-	-	-	-
19/20CAPADD.4	Local Transport Fund / TFL	-	-	-	-	-	-	-	-	-	-
19/20CAP PL02	CCTV Equipment	1.400	0.223	1.400	-	-	-	-	-	-	1.400
19/20CAP PL09	Continuation of CCTV borough wide system with upgrade and additional ANPR cameras	0.690	-	0.690	-	-	-	-	-	-	0.690
19/20CAPADD.3	Workplace Travel Initiative	0.165	0.045	0.132	-	-	(0.033)	-	-	(0.033)	0.132
19/20CAPADD.3	School Clean Air Zones	0.035	0.023	0.035	-	-	-	-	-	-	0.035
19/20CAPADD.3	Redbridge Low Emission Neighbourhoods	0.700	0.198	0.580	-	-	(0.120)	-	-	(0.120)	0.580
19/20CAPADD.3	Cycle Network Development	0.310	0.035	0.248	-	-	(0.062)	-	-	(0.062)	0.248
19/20CAPADD.3	On Street Cycle Parking	0.100	0.011	0.100	-	-	-	-	-	-	0.100
18/19 CAP-PL09	Car Free Day	0.010	0.001	0.010	-	-	-	-	-	-	0.010
18/19CAPNEWPL2	Ilford Garden Junction Phase 2	0.160	0.012	0.160	-	-	-	-	-	-	0.160
	<b>Civic Pride Total</b>	<b>18.581</b>	<b>5.294</b>	<b>14.919</b>	-	<b>0.450</b>	-	<b>(4.112)</b>	-	<b>(3.662)</b>	<b>14.919</b>
	<b>TOTAL – PLACE (Excluding HRA)</b>	<b>185.589</b>	<b>87.432</b>	<b>137.879</b>	-	<b>2.511</b>	-	<b>(51.872)</b>	<b>1.150</b>	<b>(47.710)</b>	<b>137.879</b>
18/19CAP-RES01	Modernising IT - Applications - Housing	0.796	0.186	0.600	-	-	(0.154)	-	(0.042)	(0.196)	0.600
17/18CAP-RES13	Data Centre Cloud Migration	0.182	0.087	0.182	-	-	-	-	-	-	0.182
17/18CAP-RES11.1	End Point Computing Refresh	-	0.084	0.250	-	-	0.250	-	-	0.250	0.250
17/18CAP-RES12	IT Modernisation-Network Equipment	0.466	0.013	0.100	-	-	(0.366)	-	-	(0.366)	0.100



	<b>Redbridge Council Directorate Quarterly Performance</b>	<b>Frequency</b>	<b>Baseline Q4 Jan-Mar 2019</b>	<b>Q1 Apr-Jun 2019</b>	<b>Q2 Jul-Sep 2019</b>	<b>Q3 Oct-Dec 2019</b>	<b>Target</b>
<b>1</b>	<b>Children, Families and Education</b>						
1.1	Percentage of children achieving "a good level of development" in Early Years Foundation Stage Profile (EYFSP) - at least expected level in learning, literacy & maths	Annual	75%	N/A	N/A	N/A	75%
1.2	Percentage of children looked after with 3+ placements during the year	Quarterly	7.6%	5.9%	6.3%	5.0%	10%
1.3	Percentage of child and family assessments undertaken following a referral to social care completed within 45 days	Quarterly	97.2%	97.6%	93.1%	93.8%	80%
1.4	Percentage of care leavers (former relevant young people aged 19-21) who were in education, employment or training	Quarterly	65.4%	73.2%	68.6%	70.0%	62%
<b>2</b>	<b>Health and Social Care Service</b>						
2.1	Percentage of adults using social care currently in community settings	Quarterly	79%	79%	79%	76%	75%
2.2	Percentage of clients using social care who receive direct payments	Quarterly	50.9%	48.7%	48.9%	48.5%	50%
2.3	Average days delayed of Adult Social Care and Shared Days Delayed Transfers of Care	Quarterly	3.9	2.13	2.18	Not yet available	4.2
2.4	Permanent Admissions to Care Homes per 100,000 Population (18-64)	Quarterly	2	2.1	3.2	2.1	7
2.5	Social Isolation: percentage of adult social care users who have as much social contact as they would like	Annual	53.5%	N/A	N/A	N/A	55%
2.6	Self-reported wellbeing - people with an above average (not low) happiness score - 1=poor, 10=very happy	Annual	7.92%	N/A	N/A	N/A	5
<b>3</b>	<b>Strategy</b>						
3.1	Percentage of completed Freedom of Information enquiries within 20 working days	Quarterly	89.33%	93%	91%	89%	90%
3.2	Percentage of stage 1 complaints responded to within 10 working days	Quarterly	83.15%	79%	80%	85%	95%
3.3	Percentage of incoming calls to the contact centre abandoned	Quarterly	22.33%	35.5%	42.3%	36.38%	10%
3.4	Number of working days per FTE lost due to sickness absence (excluding school staff)	Quarterly	8.9	8.77	9.1	9.1	5
<b>4</b>	<b>Resources</b>						
4.1	Percentage of Council Tax collected in year	Quarterly	97.29%	30.33%	56.72%	83.28%	84.10%
4.2	Percentage of non-domestic rates collected in year	Quarterly	97.44%	30.91%	57.80%	82.99%	82.40%
<b>5</b>	<b>Place</b>						
5.1	Percentage of household waste sent for recycling	Annual	26.7%	N/A	N/A	N/A	26.7%
5.2	Number of households living in temporary accommodation	Quarterly	2418	2441	2472	2594	2300
5.3	Percentage of planning applications determined within target time	Quarterly	93.4%	85%	80%	86.5%	85%
5.4	Number of households with children exceeding 6 weeks in B&B	Quarterly	1	-	-	15	0
5.5	Percentage of reported fly tips cleared within target time	Quarterly	99.96%	99.96%	99.89%	98.76%	90%
5.6	Number of missed refuse and recycling collections per 100,000 collections	Quarterly	118	109	75	28	38