

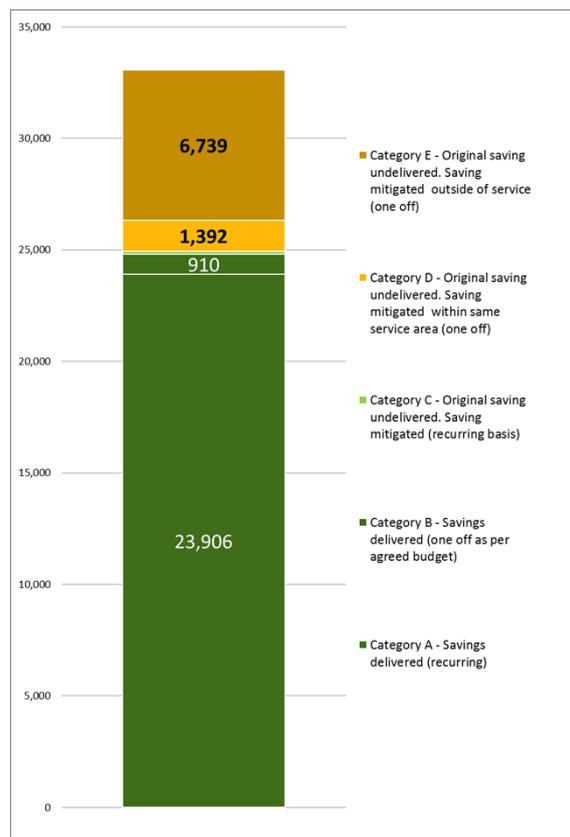
1.1 This report reflects the delivery of savings planned for in the 2017/18 budget as agreed at Full Council in February 2017. Whilst the report shows that a proportion of planned savings were not delivered, overall the Council has delivered an **underspend** to budget in 2017/18, however this is in large part due to holding other budgets in abeyance due to non-delivery of other savings.

1.2 Some of the savings which haven't been delivered in 2017/18 are still expected to deliver but over a longer time period, however of greater risk is the savings for which there is no delivery plan over the medium term. £8.1m of the £33.1m target for 17/18 were mitigated either within the service's budget or by the wider Directorate, or additional funding sources. In order to deliver a balanced medium term budget these savings will need to be delivered going forward, except where mitigations or alternatives have agreed on an ongoing basis.

1.3 As shown in Figure 1, of the original £33.07m savings target for 17/18 the **full** amount has been delivered however a number of these were mitigated via alternative approaches to that which was originally agreed.

Delivered as Planned

Figure 1: End of Year Savings Tracker Status



- **Category A: £23.9m delivered** as per the original agreed method and signed-off as closed. These are recurring savings.

- **Category B: £0.9m delivered** as per the original agreed method and signed-off as closed. These were always planned as one-off savings.

Recurring Mitigations

- **Category C: £0.1m was mitigated in year via recurring approaches within the same services.** These were each reviewed and approved by Delivery Executive.

One-off mitigations for 2017/18

- **Category D: £1.4m was mitigated in year via one-off approaches within the same services,** but the original approach still stands and will roll into 18/19.

- **Category E: £6.7m required mitigations from alternative sources such as wider Directorate budgets or contributions from other sources.** The savings will still be required to be delivered in 18/19. The status of plans for delivering these savings in 18/19 is varied.

Mitigated Savings

1.4 The tables below document all the savings in category C and, D and E above, where there has been non-delivery during 2017/18 of the saving as originally described and approved by Full Council. In many cases Directors identified mitigations within their services.

1.5 If these savings continue to be unachievable in the future the Council will need to find other savings to compensate.

1.6 Table 1 below shows the savings which were delivered in a different way to the original proposal on an on-going basis but within the same relevant services (category C above).

1.7 Table 2 outlines the savings that weren't delivered during 2017/18 and the mitigation that was put in place to ensure delivery of a balanced budget.

Table 1: Breakdown of savings delivered on an on-going basis in a different way to originally proposed

Directorate	Original Saving Description	Savings (£'000s)	Actual Saving Delivered
Resources	IN20 – Offer tenancy fraud investigation and training services to housing associations	5	Sale of audit services
Place (Growth & Regeneration / Neighbourhoods (Communities))	BE22 - Centralised events - Consolidation of Events Management into a single centralised service	117.5	Increased income in Parks and culture services.
Total		122.5	

Table 2: Savings that weren't delivered during 2017/18 as originally described and the mitigation that was used to balance the budget

Directorate	Saving Description	Savings (£'000s)	Saving Category	17/18 Mitigation	Action taken/ Medium Term Impact
People (Care & Safeguarding)	FP18 - Home To School Travel	225	E	Supplementary estimate	Full £225k rolled into 18/19. Original proposal considered undeliverable. No alternative has yet been identified.
	BE8 – Best Value Contracts	325	E	Supplementary estimate	Full 325k reporting as undelivered.
	FP22 – Increase Supported Living Provision	198	E	Supplementary estimate	Full 198k undelivered.
	FP03 – Implementing a new model of care	1,204	E	Supplementary estimate	£1.204m of the £2.687m target undelivered.
	RS08 – Respite Policy Review	454	E	Supplementary estimate	Full £454k undelivered.
	FP04 – Recommission Community Support Services	2,106	E	Supplementary estimate	Full amount £2.106m considered undelivered.
	FP24 – Develop a partnership model to deliver learning difficulties employment or training	70	E	Supplementary estimate	70k of the 122k 17/18 target undelivered. Shortfall will be rolled into 18/19. No alternative has yet been identified.

	FP10 – Increase Council Foster Carers	360	E	Supplementary estimate	£360k of the £862k undelivered. A provision has been made in the MTFP for base pressures within Children’s Social Care, so if savings aren’t deliverable in the medium term this contingency could be used.
Neighbourhoods (Communities)	FP14 - In-house Enforcement	60	D	Vacancy management within service	Full 60 mitigated in year via vacancy management as one off. The full £347k will be due in 18/19. Note the saving has now transferred to Resources Directorate.
	RS04 - Reduce the number of library buildings and redesign the service	300	D	Tactical mitigations by spending less from the libraries material fund.	The full 300k in 17/18 was mitigated. This is also planned as a mitigation for the anticipated 18/19 savings shortfall. Saving deliverable in medium term pending Cabinet decision.
Resources	IN10 – Increase External Design Income	40	E	Funds held in abeyance across Resources Directorate	More recent forecasting highlighted further shortfall to the in-year income target. £40k of the £100k undelivered, and mitigated. The income target of £100k remains unchanged for 18/19 but there are believed to be risks to delivery.
	BE1 - Restructure - Legal & Democratic Services	103	E	Funds held in abeyance across Resources Directorate	Savings mitigated in year. Full amount due in 18/19.
	BE23 - Register Office	20	D	Increased wedding income	Mitigated via service in year as one-off. Full amount will be due in 18/19 via original approach.
	BE13 - Improvements to legal case management system	187	D	Budget underspends and vacancy management.	Mitigated via service in year as one-off. Full amount will be due in 18/19 via original approach.

	BE3 – Redesign Admin & Business Support	172	D	Mitigated within service via vacancy management	Mitigated via service in year as one-off. Full amount will be due in 18/19 however this has been allocated across Directorates.
	IN06 –Increase Bookings for Lord Mayor’s Mansion House	75	D	Mitigated within service via service underspend.	The full 17/18 saving has been mitigated using tactical mitigations and one off budget underspends. The full amount will roll into 18/19. There are ongoing discussions around which Directorate and Director will take lead accountability for this saving.
Place (Growth & Regeneration)	RS16 – School’s Crossings	90	D	Mitigated within service via additional unbudgeted bus lane enforcement.	Mitigated in year via additional unbudgeted bus lane enforcement. Saving has been re-profiled to deliver across 18/19 and 19/20 - deliverable in Medium term. Plans in place to remove a number of school crossing patrols in 18/19.
	BE2 – Property Savings	2,083	D/E	£1.616m mitigated via Directorate surplus. £0.467m are one-off savings only.	£1.616m of the £2.5m undelivered. Undelivered elements rolled into 18/19. New proposals have been identified by Property to deliver the BE2 Property savings over medium term.
	FP17 - Retendering Park and Ride Services	20	D	Mitigated within service via additional bus lane enforcement	20k mitigated. Full saving is expected via original method in 18/19.
	BE22 - Centralised events - Consolidation of Events Management into a single centralised service	37.5	E	£117.5k of this saving was delivered via increased income in Parks and culture services. The residual £37.5k was	The undelivered element was mitigated via corporate expenditure and written off going forward. The delivered elements will be closed.

				mitigated by corporate contingency and written off as undeliverable in the 2018/19 budget.	
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