

Appendix 1 Revenue Budget Performance

Children’s Services - Revenue Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
(2)	Director of Children's Services	263	259	(4)	-1.5%
328	Education & Inclusion	3,084	3,393	309	10.0%
(328)	SEN & Disability	6,711	6,233	(478)	-7.1%
3,069	Children's Health, Safeguarding and Care	37,818	40,804	2,986	7.9%
(345)	Stronger Families, Youth & Communities	7,451	6,992	(459)	-6.2%
2,722	Total Revenue - Children	55,327	57,681	2,354	4.3%

Monitoring of Achievement of 2015/16 Savings

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Education & Inclusion					
Home to School Transport	Reducing the number of children with special educational needs (SEN) requiring taxi transport though the promotion of independent travel training. Reviewing all aspects of assessed and provided services including vehicles	500	137	363	Officers are working with schools to identify children who would benefit from programmes of independent travel training and to make arrangements for these programmes. This would mean these children are no longer dependent upon taxi transport as well as achieving savings in transport costs.
Portslade Sports Centre	Removal of all council subsidy	116	116	0	

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Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
School Improvement - Community Learning	Remove the remaining Council subsidy with the service becoming fully dependent upon grant funding (currently circa. 80%)	44	44	0	
Music & Arts Study Support	Package of savings measures	57	57	0	
Other - Including Access to Education	Removal of management budget (£0.030m) and reduced cost of civic catering contract (£0.015m)	45	65	0	
Schools PFI project	Remove inflation allowance	50	50	0	
SEN - Family Support - hearing impaired	Funding Switch - Dedicated Schools Grant	13	13	0	
		825	482	363	
SEN and Disability (SEND)					
SEN Team	Reduction in costs across services	30	35	0	
Special Educational Needs	Review of staffing	25	45	0	
Services for Children with Disabilities	Review of management and admin, social work team, Transitions processes, Keyworking and other Disability Services	140	156	0	
Services for Children with Disabilities	Integrate and re-align services across education, health and care to reduce cost and the need for expensive out of city placement	239	239	0	

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Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Disability Agency Placements	Different use of the Dedicated Schools Grant plus reduction in need of placements.	364	608	0	
Community CAMHS	Public Health now fund and commission the community CAMHS service.	80	80	0	
		878	1,163	0	
Children's Health, Safeguarding & Care					
Fostering & Adoption	Deletion of 0.57 FTE Practice Manager post, 0.79 FTE Social Workers. Remaining savings to come from the recommendations of the current fostering review	263	218	45	Work is taking place to improve the ratio of in- house foster carers. The review has to be in line with findings and processes required to create the predicted savings which would require more social workers to supervise carers as required by guidance
Social Work & Legal	Reviewed service staffing against demand, budget and achieved savings	42	0	42	
Contact service	Restructure of Contact service	200	220	0	
Youth Offending Services	Deletion of 2.00 FTE vacant Youth Justice Worker posts	60	160	0	

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Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Agency Placements	Reduction of 6.50 FTE looked after children agency placements through service design and prevention	250	0	250	After an extended period of time where the number of children in care has been high, in recent months there has been a decrease in the numbers. In addition, to address the spend on IFA's (Independent Fostering Agencies) we have been engaged in a programme to increase our market share of foster carers with anticipated saving of £1.500m.
Family Support Services	Negotiate with Health to fund the Looked After Children (LAC) nurse	33	33	0	
Performance Analysts	Two Children's Services' analysts posts have been tied to the Public Health Intelligence team, directed and funded by Public Health.	80	80	0	
		928	711	337	
Stronger Families, Youth & Communities					
Play Service	Targeted service funded by HRA (£0.080m) and Investment of public health resources to support child development (£0.020m).	100	100	0	
Youth Service & Advocacy	Deletion of vacant posts	177	177	0	
Early Years - Nurseries	Fee increase and removal of council subsidies.	66	66	0	

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Early Years - Childcare	Reduction in support for out of school childcare and playwork qualification funding	102	126	0	
Children's Centres	Funding Switch - Dedicated Schools Grant	207	207	0	
Early Intervention	Reduced contribution to Behaviour, Emotional and Social Difficulties (BESD) Partnership and LSCB workforce development.	55	59	0	
Stronger Families, Stronger Communities	Reduced funding to the Intensive Team for Families and reduced office costs in the parenting team (£0.015m)	152	202	0	
Teenage Pregnancy	Teenage Pregnancy services now included in broader Public Health sexual and reproductive health programme for young people.	55	55	0	
Early Help	Funding from Dedicated Schools Grant (£0.141m) and investment of Public Health resources to support child development and safeguarding (£0.280m).	421	421	0	
		1,335	1,413	0	
TOTAL CHILDREN'S SERVICES		3,966	3,769	700	

Explanation of Other Key Variances

Key Variances £'000	Service	Description (Note: FTE/WTE = Full/Whole Time Equivalent)	Mitigation Strategy
SEN & Disability			
(140)	Child and Adolescent Mental Health Services (CAMHS)	CAMHS is reporting a £0.140m underspend through appropriate use of the Dedicated Schools Grant to support related activity and in lieu of proposed savings in 2016/17.	
Children's Health, Safeguarding & Care			
237	Corporate Critical - Children's Agency Placements	<p>The projected number of residential placements (33.89 FTE) is broken down as 30.53 FTE social care residential placements (children's homes), 3.15 FTE schools placements and 0.21 FTE family assessment placements. The budget allowed for 24.10 FTE social care residential care placements, 4.60 FTE schools placements and 0.60 FTE family assessment placements. The average unit cost of these placements is also higher than the budgeted level. Overall the number of placements are 4.59 FTE above the budgeted level, and this combined with the unit cost pressure described above result in an overspend of £1.059m.</p> <p>The numbers of children placed in independent foster agency (IFA) placements has fluctuated in recent years. During 2013/14 there were 165.76 FTE placements and this increased to 175.56 last year. The current projected number of placements in 2015/16 is 156.63 FTE, a reduction of 10.8%. The budget for IFA placements was based on the trend of the previous five years and was set at 177.80 FTE. The numbers being below the budget by 21.17 FTE results in the projected underspend of £0.783m.</p> <p>During 2015/16 it is estimated that there will be 1.57 FTE secure (welfare) placements and 0.70 FTE secure (justice) placements. The budget allowed for 1.00 FTE welfare and 1.00 FTE justice placements during the year. There are currently 2 children in a</p>	<p>The number of children in care (CIC) has been high for some time in the city, although this has reduced recently. The following action has been undertaken to ensure threshold is met and to ensure all has been done to prevent the need for a child to become CIC:</p> <p>a) Panel chaired by Assistant Director in place to proactively establish that all evidence based interventions have been tried and to address risk and enable a child to remain within their own family or network and monitor and agree all children who may require care</p> <p>b) To prevent further harm and delay in decision making. Thereby reducing further costs of supporting a CIC child and achieving improved outcomes for the child by identifying children which evidence suggests should be taken in care earlier. The</p>

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Key Variances £'000	Service	Description (Note: FTE/WTE = Full/Whole Time Equivalent)	Mitigation Strategy
		<p>secure (welfare) placement and 2 in a secure (justice) placement resulting in a projected overspend of £0.211m.</p> <p>The gross overspend in this service area is £0.487m of which £0.250m relates to unachieved savings, see table above.</p>	<p>service is being redesigned to address any issue that prevents timely and robust decision making</p> <p>c) All IFA (Independent Fostering Agency) and residential placements have been reviewed to ensure that they are in the only appropriate accommodation available.</p> <p>d) Exit from care – To ensure that those children/young people who will be safe returning home are enabled to do so, an external audit has been undertaken to review all possible cases</p> <p>e) A first business case has been submitted and a final business case will soon be submitted for an Adolescent Service to establish alternatives to care for very vulnerable teenagers to reduce CIC and expensive placements (residential and secure) and improve outcomes for young people.</p>
428	Corporate Critical - In House Foster Payments	<p>Until recently the numbers of children being placed in in-house fostering placements was declining, however, during this financial year this trend has reversed. The budget was based on the trend over the previous 5 years and was set at 128.00 FTE placements. The current number of children with in-house carers is estimated at 144.93 FTE for 2015/16. In addition the number of family & friends carers and Special Guardianship Orders (SGO) allowances has also increased resulting in the projected</p>	<p>An ongoing process has been established for the effective recruitment of 'in house' foster placements to meet a wide range of needs. Our aim is to increase market share of placements from 50% to 65-85%.</p> <p>In order to continue to encourage</p>

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Key Variances £'000	Service	Description (Note: FTE/WTE = Full/Whole Time Equivalent)	Mitigation Strategy
		overspend of £0.428m.	Residence Order (RO) and SGO applicants to offer homes to children there is a need to match the family and friends rate to make this financially viable for carers. This is a cheaper option than foster care as well as a better outcome for the children matched to these carers.
441	Corporate Critical 16+Services	The budget for 16+ services is split across four client types. Care Leavers, Ex- Asylum Seekers, Looked After Children and Preventive. Across these services the budget allows for 57.50 FTE young people and currently the projection is based on 64.10 FTE young people. The average unit cost of accommodation is also projected to be higher than allowed in the budget. The non-accommodation costs are also currently anticipated to overspend the budget by £0.197m resulting in an overall overspend of £0.441m.	Demand and costs are high in this are however all costs are kept under review to ensure that spend is appropriate in relation to need.
142	In-house foster carer recruitment	A contract with iMPOWER to conduct the first phase of a review included a fixed cost payable in 2015/16 of £0.142m.	The intention of the review and subsequent follow up work is to increase the share of in-house foster carers.
1,514	Social Work Teams	The total overspend of £1.514m across the social work teams is primarily the result of the ongoing use of Agency staff and recruitment above the budgeted establishment level. This is a result of the increase in activity levels being experienced over the last 12 months and the inherent inflexibilities built into the previous staff structures and management practices. The 'model of practice' restructure should address these issues and reduce the over-reliance on agency staff. .	Consultation on the service design is complete and implementation of the restructure was effective from 26 October 2015.
(119)	Legal Fees	Based on the spending patterns in the previous financial year it is anticipated that there will be an underspend of £0.119m on legal fees. The social work 'model of practice' restructure (see above) should, in the longer term, have an impact on the level of court	

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Key Variances £'000	Service	Description (Note: FTE/WTE = Full/Whole Time Equivalent)	Mitigation Strategy
		costs in the future and it has been agreed that funding would be re-invested from the legal fees budget.	
328	Section 17 Preventive	This overspend of £0.328m relates to the increased costs of staff and agency in respect of supported packages being agreed to avoid increased instances of LAC. The estimated housing recharge for homeless families at Month 7 is approximately £0.256m and is due to a rise in the number of families needing accommodation and an increase in expenditure charged to the No Recourse to Public Funds budget.	A new low-cost IT system has been purchased to work with the Home Office direct to ensure speed of decision making on these families. An employee has also been seconded to work closely with Housing to minimise expenditure by both Departments.
89	Fostering & Adoption	There were a number of reductions to staffing establishments as part of the 2015/16 budget savings within the fostering and adoption teams. The staffing complements have yet to be adjusted to fully reflect the savings. The gross overspend in this service area is £0.134m of which £0.045m relates to unachieved savings, see table above.	iMPower have been helping us to improve the ratio of foster carers. The review has to be in line with findings and processes required to create substantial predicted savings which would require more social workers to supervise carers as required by guidance.
(135)	Family Drug & Alcohol Court (FDAC)	It is anticipated that there will be an underspend on FDAC of £0.135m based on expenditure in the first 7 months of the financial year.	
(100)	Youth Offending Service (YOS)	The current projected underspend of £0.100m is a result of a number of vacant posts being held in advance of 2016/17 savings allocated to the YOS.	
Stronger Families, Youth & Communities			
(230)	Early Years	Following the budget proposals to reduce the service provision, a number of vacant posts have been held and service redesign begun. The subsequent decision to defer the saving for one year will result in an underspend against this budget. The whole underspend in this area is £0.254m of which £0.024m is shown above as overachievement of savings.	

Adult Services – Revenue Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
2,928	Adults Assessment	54,031	55,423	1,392	2.6%
1,320	Adults Provider	12,065	13,863	1,798	14.9%
(345)	Commissioning & Contracts	823	442	(381)	-46.3%
3,903	Total Revenue - Adult	66,919	69,728	2,809	4.2%

Monitoring of Achievement of 2015/16 Savings

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Adults Assessment					
Learning Disabilities (LD) - Residential	Review all out of city and high cost placements, consider supported living, ensure appropriate funding streams and renegotiate provider rates	1,094	341	753	45 Clients have been identified through the LD review to move-on to support their needs in a different way. Targeted reviews started in September 2015 on selected clients to bring forward savings originally planned for 2016/17 into 2015/16.
Learning Disabilities (LD) - Home Care, Day Care & Direct Payments	Increased use of Direct Payments and review high cost placements & third party spend	626	1,020	(394)	57% of the profile of savings (£0.824m) has been achieved to date and there is still an anticipation that this will overachieve by £0.394m by the

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Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
					2015/16 outturn.
Older People - Residential/Nursing (includes Older People with Mental Health needs)	Task force to identify all appropriate funding sources. Review housing options and identify links to Better Care (especially for Older People Nursing) and potential sources of funding. Reduce waivers and scrutinise placement costs	1,000	1,418	(418)	88% of the profile of savings (£1.145m) has been achieved to date and there is still an anticipation that this will overachieve by £0.418m by the 2015/16 outturn.
Adults with Mental Health (MH) - Residential	Rigorous scrutiny of placements, identification of all appropriate funding sources and implementing the Resource Allocation System (RAS)	200	360	(160)	73% of the profile of savings (£0.291m) has been achieved to date and there is still an anticipation that this will overachieve by £0.160m by the 2015/16 outturn.
ALL COMMUNITY CARE - Across all client groups. Fees for services provided by the Independent Sector	Limit inflationary increases	750	808	(58)	New rates came into effect from 1 April 2015 and the overachievement against the target is supporting the at risk amounts.
ICES (Integrated Community Equipment Services)	Savings of 30% on equipment	100	45	55	Equipment savings have yet to be identified and part of this target has been put at risk for 2015/16. Other savings through vacancy control and reduction of non essential spend mitigates against the risk.

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Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Learning Disabilities	Enable more people to access volunteering, employment and training	45	0	45	Savings are dependent on the LD Delivery Plan and may not be achieved in 2015/16.
Learning Disabilities	Realigning accommodation and supported living including respite to enable service users to live independent lives	162	0	162	Savings are dependent on the LD Delivery Plan and may not be achieved in 2015/16.
Learning Disabilities	Personalised approach through reviews to avoid high cost packages	729	1,000	(271)	58% of the profile of savings (£0.808m) has been achieved to date and there is still an anticipation that this will overachieve by £0.271m by the 2015/16 outturn.
Assessment Services (including joint S75 arrangements) Assessment and Review staffing	Focus on statutory duties and undertaking Business Process Improvement (BPI) reviews	376	0	376	Savings expected as a result of the BPI review are not expected until 2016/17. This has been partially mitigated by vacancy controls (£0.102m) forecast through TBM for 2015/16.
Housing Related ('Supporting People')	Explore new service delivery models and further income growth	959	1,142	(183)	There were approximately 100 contracts with a contract end date of 31st March 2015. These have been successfully retendered or stopped to overachieve the savings required for 2015/16
		6,041	6,134	(93)	

Adults Provider

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Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Resource Centres Older People (Craven Vale, Knoll House, Ireland Lodge (MH), Wayfield Avenue (MH))	Review criteria for bed services and reduce numbers of beds funded through Social Care	1,000	1,000	0	Alternative funding identified through the CCG
Able & Willing Supported Business	Review business plan and reduce subsidy from September 2015	100	72	28	City Clean contract from 1 September, updated business plan developed, increased control on vacancy management and non essential spend.
Home Care. (6 services including Independence at Home)	Review staffing structure and criteria for services working with the community and independent sectors. Review funding with NHS	300	241	59	Part year effect of structure changes, vacancy management , and non essential spend controls.
		1,400	1,313	87	
Commissioning & Contracts					
Commissioning & Contracts Staffing Budget	Review contract management and commissioning function and scope for joint arrangements	130	142	(12)	The Adults Commissioning Services restructure has been implemented .
Older People's Prevention	Investment of resources to develop a Public Health approach to prevention and health improvement services for older people provided through locality hubs.	530	530	0	Contracts now funded by Public Health.
		660	672	(12)	
TOTAL ADULT SERVICES		8,101	8,119	(18)	

Explanation of Other Key Variances

Key Variances £'000	Service	Description (Note: FTE/WTE = Full/Whole Time Equivalent)	Mitigation Strategy
Adults Assessment			
634	Corporate Critical - Community Care Budget (Learning Disabilities)	<p>The improvement since Month 6 is mainly due to the application of One-Off Care Act Funding (£0.947m).</p> <p>The pressure of £0.634m is due to:- (1) Projected Ordinary Residence claims from other local authorities where formal notification has been received that clients costs will transfer to us (£0.419m), (2) Projected costs for clients in hospital who are due to leave and need a social care package (£0.700m), (3) Transitional costs which were only partly covered by service pressure funding received for 2015/16 (£0.318m), and (4) In year pressures on this service are coming from increases in complexity, resulting in an increase in costs (£0.533m; 10.53 WTE) and unachieved savings (£0.784m).</p> <p>The pressures are being off set by Continuing Care Funding (£0.182m), a net decrease in demand (£0.120m: 4.23 WTE), and improved income (£0.231m), and Other (£0.126m). In addition there have been assumptions made around Health funding and a review of packages of care (£0.514m) in 2015/16 to mitigate some of the increases already seen in 2015/16.</p>	<p>Actions have been put in place through the LD Review to meet the 2015/16 budget strategy savings targets and to manage emerging pressures. These include:</p> <ul style="list-style-type: none"> Increased scrutiny of all Learning Disability placements/care package requests has been put in place to assure value for money against eligible care needs across different types of placement. Focus on placements costing between £1,000 and £1,500 per week and identifying low dependency placements in in-house units for move on. Targeted review of activity on existing placements and care packages to ensure eligible needs are met in the most cost effective manner.
567	Corporate Critical - Community Care Budget (Physical & Sensory Support - Under	<p>The forecast overspend of £0.510m is due to:- (1) Pressures brought forward from 2014/15 (£0.684m), (2) Net full year effect of 2014/15 packages of care (£0.975m) against which funding from Brighton & Hove Clinical Commissioning Group (CCG) of £0.500m is anticipated to offset these pressures, and (3) In year pressures on this service coming from an increase in</p>	<p>Increased panel scrutiny of all complex or high cost placements and care package requests to assure value for money against eligible care needs. Where possible no placements will be made above the agreed local authority rates.</p>

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Key Variances £'000	Service	Description (Note: FTE/WTE = Full/Whole Time Equivalent)	Mitigation Strategy
	65's)	complexity, resulting in an increase in costs (£1.649m; 34.71 WTE), transfers from in-house services (£0.642m; 29.37 WTE), other actions (£0.087m) and unachieved savings (£0.890m). (4) Savings of £0.582m have been achieved from 1 April 2015 and included in the forecast position. These pressure are being offset by net decrease in demand (£0.889m; 48.00 WTE), Net of self-funders (£1.089m), Continuing Care Funding (£0.286m) and One-Off Care Act Funding (£1.200m). In addition there have been assumptions made on reviews of packages of care (£0.452m) in 2015/16 to mitigate some of the increases already seen in year	Taskforce in place to ensure that all appropriate funding sources are identified. Discussions are ongoing with the CCG on the level of funding to support the service risks (£0.150m has been assumed within the forecast)
(57)	Corporate Critical - Community Care Budget (Physical & Sensory Support -Over 65's)	Small underspend on this area of the budget.	
(5)	Hostel Accommodation	There are pressures from premises related costs (£0.043m) and income (£0.002m). These are being offset by a projected underspends on staff costs of £0.050m.	
(36)	Housing Related Support	The service is projecting an underspend of £0.036m due to vacancy management	
383	Support & Intervention Teams	The pressures of £0.383m relates to Deprivation of Liberty Safeguards (£0.300m) and Unachieved Savings (£0.286m) which are being offset by underspends on staffing costs (£0.082m), non pay costs (£0.004m) and Income (£0.117m).	Workforce redesign, in response to the Care Act, targeted use of Care Act monies, to offset pressures on direct employee costs
Adults Provider			
1,710	Adults Provider	The increase in forecast over Month 6 is due to an assessment of the risks against the savings plans. Pressures of £1.710m have been identified due to: (1) Unachieved Savings from previous years (£0.869m),	Actions have been put in place to meet the 2015/16 budget strategy savings targets and to meet unachieved savings from previous years through

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Key Variances £'000	Service	Description (Note: FTE/WTE = Full/Whole Time Equivalent)	Mitigation Strategy
		<p>(2) Full year effect of 2014/15 Savings (£0.350m), (3) Deferred savings agreed by Budget Council (£0.066m), (4) Service pressures from previous years (£0.357m), and (5) Service pressures from 2015/16 (£0.068m).</p> <p>The forecast assumes that a further £0.208m of savings will be achieved in the remainder of the 2015/16 financial year. This represents a risk.</p>	<p>the Learning Disabilities strategy. Vacancy control measures have been tightened and recruitment to posts only where this is required to ensure Care Quality Commission (CQC) compliance. The use of agency staff and Care Crew is closely scrutinised and signed off by senior managers. Options for service redesign to achieve a part year effect are being developed.</p> <p>There are ongoing discussions with Health to determine costs associated with health needs that should be funded by CCG.</p>
Commissioning & Contracts			
(369)	Commissioning & Contracts	<p>This service is projected to underspend by £0.369m for 2015/16. This is due to underspends on direct employees of £0.005m, income of £0.053m and an un-utilised carry forward budget of £0.337m partially offset by overspends on non-pay costs of £0.026m.</p>	

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Environment, Development & Housing – Revenue Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
(337)	Transport	(5,456)	(6,033)	(577)	-10.6%
(90)	City Clean & City Parks	29,122	29,033	(89)	-0.3%
(73)	City Regeneration	1,283	1,210	(73)	-5.7%
(1)	Planning & Building Control	1,617	1,596	(21)	-1.3%
(501)	Total Non Housing Services	26,566	25,806	(760)	-2.9%
791	Housing	4,151	4,846	695	16.7%
290	Total Revenue - Environment, Development & Housing	30,717	30,652	(65)	-0.2%

Monitoring of Achievement of 2015/16 Savings

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Transport					
Public Transport	Reduction of expenditure by early termination of two Supported Bus Contracts	36	36	0	
Parking - On Street	1) Reduce need to maintain, replace and collect cash from Pay & Display machines	225	225	0	Project plan in place for removal of Pay and Display machines due for completion at the end of September 2015.
Parking - On Street	2) Additional permit and transient income	60	60	0	New parking zones now in place and anticipated to achieve forecast position.

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Parking - On Street	3) Improved management of PCN debt	40	40	0	Review of debt management procedures currently under review and impact to be monitored as part of the budget monitoring process.
Parking - On Street	4) Enhanced investigation operations in partnership with East Sussex and Sussex Police	5	5	0	
Parking - On Street	5) Review of Pay & Display and Permit Tariffs	571	571	0	Delays to implementation of one month have not resulted in a budget overspend.
Parking - Off-street	Review of Car Park tariffs including The Lanes & Trafalgar St.	192	192	0	Delays to implementation of one month have not resulted in a budget overspend.
Public Health Transport Programme	Investment of Public Health resources to reduce accidents and promote sustainable transport.	85	50	35	Investment limited to £0.050m.
		1,214	1,179	35	
City Clean and Parks					
Across City Clean & Parks	Efficiencies in supplies and services	175	175	0	
Across City Clean & Parks	Efficiencies made by not applying inflationary increase to supplies & services budgets	50	50	0	

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Across City Clean & Parks	Comprehensive service redesign across City Clean and Parks. The proposal includes a reduction in gardening provision of approximately 8%	300	300	0	Implementation of the service redesign is now complete, which includes the purchase of four new mechanical sweepers and establishment changes implemented from September 2015.
Recycling	Reduction in professional fees budget	24	24	0	
Parks & Open Spaces	Reduced contribution to core costs of Biosphere project	20	20	0	
Fleet Section	A business plan is being developed to offer servicing, maintenance and MOTs to other council departments and on a commercial basis	50	0	50	This saving is dependent on completion of refurbishment works at Hollingdean Depot which are not due for completion until April 2016. This has been offset in the current financial year from underspends identified within the TBM forecast.
Public Conveniences	Reduce opening times of some sites, reduce cleansing frequency and close sites which are in close proximity to alternative locations	40	40	0	Closure of The Lanes public convenience from June and further closures anticipated to met the full year effect of the saving.
		659	609	50	
City Regeneration					
Economic Development Team	Service redesign	35	35	0	
Sustainability Team	Integration of the Sustainability Team with the International Team	53	53	0	
		88	88	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Planning & Building Control					
Building Control	New business model aimed at achieving a break-even position; this includes a reduction in staff costs	20	20	0	
Development Management	Implementation of pre-application charges to secure £0.100m fee income and a reduction in staff costs through a Business Process Review of the service	145	56	89	The service is developing a framework for pre-applications charges following approval at October P&R Committee. It is planned to seek P&R Committee approval in January 2016 to implement charges. The service will continue to monitor and maximise income budgets on a regular basis.
Planning Policy & Strategy	A reduction in staffing costs and a re-alignment of team reporting lines	45	45	0	
Planning Projects	A reduction in staffing costs	20	20	0	
Development Management	Introduction of Planning Performance Agreements (PPAs)	22	22	0	Approval was granted at October P&R for delegated authority to negotiate bespoke one-off Planning Performance Agreements (PPAs) for all major schemes.
		252	163	89	
Housing General Fund					
Head of Housing & Administrative Support	Deletion of posts	100	100	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Homemove	Charge Registered Providers for running cost of the Joint Housing Register and shortlisting	140	10	130	Recent discussions with Registered Providers suggest that the original savings figure was too optimistic and so there is currently a shortfall. Other savings are currently being sought to address this.
Housing Adaptations Team	HRA funded (£0.016m Occupational Therapy resource). Deletion of Senior Occupational Therapist post (0.78 FTE, £0.034m)	50	50	0	
Housing Options/Statutory Homelessness	Removal of post that delivers housing advice to inmates of Lewes prison immediately pre-release and reduction in housing options officer post	59	41	18	0.50 FTE of the Preventing Offender Accommodation Loss (POAL) post will no longer be deleted. The savings will be found from elsewhere within the Housing Service.
Housing Strategy & Development Team	Increase in fees for Locata (£0.011m) and restructure of service (£0.040m)	51	51	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Temporary Accommodation	Framework Agreements to reduce the use of high cost emergency accommodation (£0.100m). Amalgamation of income and credit control team (£0.020m). Realignment of staff time on specific projects (£0.050m). Reduced contributions to reserve fund (£0.040m).	210	190	20	The new framework agreements are reducing costs by using less expensive spot purchase bed and breakfast, however service pressures still exist for this budget area (as shown in the forecast) due to the current high levels of spot purchase which are gradually reducing. The amalgamation of the credit control team is no longer a viable option and so this saving of £0.020m is currently at risk. Other savings are currently being sought to reduce expenditure further to meet this saving.
Temporary Accommodation	Increased income of £0.030m from Seaside Homes management fee.	30	30	0	
Travellers	Reduction in use of day time security guards at Horsdean enabled by use of Site and Support Officers during office hours	30	30	0	
Housing Strategy Overall	Reduction in Personal Assistant support	26	26	0	
Private Sector Housing Team	Deletion of two posts in the Sustainability Team	74	75	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Public health Housing Support	Public Health are supporting the ongoing funding of the Housing Support Service supporting vulnerable people in emergency accommodation, preventing homelessness, linking with health services and improving health outcomes.	50	50	0	
		820	653	168	
TOTAL ENVIRONMENT, DEVELOPMENT & HOUSING		3,033	2,692	342	

Explanation of Other Key Variances

Key Variances £'000	Service	Description	Mitigation Strategy
Transport			
(31)	Head of Transport	Expenditure and recruitment controls are in place resulting in a forecast underspend.	
(21)	Highways	Variance largely relating to highway licensing fees.	
30	Highways Engineering	The variance is due to under achievement of staff costs recharged to capital projects, which has been partly offset by vacancy management.	Budgets relating to staff costs rechargeable to capital projects are currently being reviewed to minimise the impact on the revenue budget within the financial year and on an on-going basis.
(22)	Transport Plan and Road Safety	Recruitment controls are in place resulting in a service underspend.	
(607)	Parking	Minor net variance of £0.001m forecast on Pay and Display income.	Actual income is monitored and reported on a monthly basis as part of the TBM process. There are a range of factors that can impact on parking

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
			activity and therefore any significant variations to the forecast are reported and acted upon regularly. Minor percentage variations in activity could result in significant financial implications.
		Permit income is expected to over achieve by £0.492m. There has been significantly higher demand for resident, trader, visitor and suspension permits during the year compared to budgeted expectations. There are a number of contributing factors such as change in behaviour from pay-and-display to trader permits, demand from new resident schemes being greater than anticipated and increased suspension permits due to a higher level of development in the city. The change from previously reported forecast is largely due to greater certainty of in year demand.	
		There is a £0.141m variance largely relating to Penalty Charge Notice previous years debt, where performance of recovery has reduced, resulting in a greater contribution to the bad debt provision	There is currently a BPI review focusing on improving PCN debt recovery procedures which is expected to improve the ongoing bad debt requirement.
		There is net £0.109m over achievement of off-street parking income forecast across the various car parks, with the main contributing factor being additional income at London Road car park due to an contractual agreement for car park use with an external company. Borrowing costs associated to car park investment is forecast to under spend by £0.162m due to reducing borrowing costs over the repayment period. Other minor variances largely relating to car park premises costs.	The service is in the process of reviewing options for car park investment to determine if the ongoing borrowing revenue budget is required. The service will aim to fund ongoing budget overspends from within existing budgets on a permanent basis.
		Recruitment controls are in place resulting in a service underspend.	

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
City Clean & Parks			
(53)	City Clean and City Parks Management	Expenditure and recruitment controls are in place resulting in a forecast underspend.	
114	City Clean Operations	£0.122m related to employee overspend largely due to the one-off pressure of Easter bank holidays falling twice in the financial year resulting in additional overtime and Resident Service Guarantee payments; in addition to weekend working on communal recycling rounds and city wide clean up activities.	This one-off overspend will result in future year underspends due to the timing of bank holidays within the financial year. Agency staff and overtime payments are being reduced to minimum levels.
		£0.038m overspend forecast for premises costs at Hollingdean Depot where estimates of utilities, repairs and security are greater than budget.	Spending controls on non essential expenditure and recruitment are in place to reduce the forecast overspend across the City Clean operation service.
		There is a net £0.031 underspend within the City Clean Strategy and Projects service following the expenditure and recruitment controls in place.	
(154)	City Parks Operations	Controls on non essential expenditure across the parks operations service, such as equipment, materials and other supplies and services are contributing to a forecast service underspend of £0.119m. Expenditure on maintenance and replacement of playground and other parks equipment are being reduced to minimum regulatory standards, resulting in an £0.064m forecast underspend. There is a £0.029m service pressure at Rottingdean mini golf course which has been let at a peppercorn rent.	
(47)	Fleet Management	A delay to the savings from increased servicing and MOT income which is dependant Hollingdean Depot refurbishment works has been offset by in year underspends within the service.	
Planning & Building Control			

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
(82)	Head of Planning & Building Control	Recruitment controls are in place following temporary acting up arrangements resulting in a service underspend.	
(21)	Business Development & Customer Services	Minor variance forecast largely due to vacancy control.	
26	Development Planning	Overspends relating to managing demand of planning applications and under achievement of income in a competitive commercial environment have been reduced following the expenditure and recruitment controls in place.	The service is currently reviewing the type and level of fees charged to minimise the impact of the overspend forecast.
(34)	Planning Policy and Major Projects	Forecast additional costs resulting from the Planning Examination for the City Plan of £0.028m is offset following controls on non essential expenditure (£0.031m), maximising one-off external funding (£0.020m), and vacancy management (£0.010m).	
Housing General Fund			
(37)	Head of Housing	The forecast underspend of £0.037m is due to employee recharges brought about by the acting up arrangements regarding the Chief Executive's post	
(130)	Homemove	A recent review of the work the team carries out for the HRA has led to a change in the recharge leading to a forecast underspend of £0.051m. There is also a further underspend of £0.020m due to vacancies.	
(75)	Housing Options	This relates to vacancies being held.	
(28)	Housing Strategy & Development	The underspend on Housing Strategy & Development relates to the recharge of the Head of Housing Strategy to the HRA for the covering of the vacant Head of Property & Investment post.	
102	Housing Support Service	This service relates to staff who are keeping clients safe while placed in temporary accommodation. During 2014/15 service pressure funding was	The service is currently reviewing functions in discussion with Adult Social Care to bring costs back in line with budget. In addition six staff on

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
		available to fund this service, however, this has not been made available for 2015/16, leaving a service pressure at this time.	temporary contracts have been given notice and will leave by the end of September.
692	Corporate Critical - Temporary Accommodation & Allocations	£0.531m relates to the on-going need to spot purchase expensive bed and breakfast accommodation due to the current shortage of supply of less expensive leased accommodation and the need to handback 54 leased properties. There is a further forecast cost of £0.510m relating to using competitively tendered frameworks that reflect the price of the market in Brighton & Hove as a result of further demand. These overspends are off set by the use of leased accommodation which is due to underspend by £0.410m.	With the new framework in place, more leased properties are being procured but these are more expensive and not keeping pace with demand. Also as 54 properties have been handed back, this has led to the equivalent extra use of expensive emergency nightly accommodation. The review of properties with Adults and Childrens Services clients has not resulted in any properties being released and the current recharging methodology means that this Housing General Fund budget does not currently charge the full management cost of this service on to other departments. Although 100 new leased properties have just been ordered it will take some months before these materialise, if at all and with further handbacks, this pressure is set to continue. Other landlords with fewer properties are also being approached with a view to expanding the leased property portfolio.
124	Private Sector Housing	The majority of this variance arises from the timing of approval for second discretionary licensing scheme which, with formal notice period, means implementation will not be until November 2015. This means that budgeted income will be reduced by an estimated £0.180m, during 2015/16 which will not align to currently budgeted costs, leading to a service pressure on employee costs, as employee time will not be recharged to the new scheme.	Staffing and other costs will have to be reviewed and adjusted to align resources to the fee income achieved from the mandatory, and two additional licensing schemes. It is anticipated that the majority of the fees will be received during the first year of operation of the second additional licensing scheme and it is therefore intended to resource the service flexibly to accommodate demand.

Appendix 1 Revenue Budget Performance

Assistant Chief Executive – Revenue Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
(46)	Communications	804	725	(79)	-9.8%
12	Royal Pavilion, Arts & Museums	3,492	3,503	11	0.3%
0	Tourism & Venues	1,193	1,193	0	0.0%
0	Libraries	5,192	5,192	0	0.0%
(88)	Corporate Policy & Communities	4,566	4,276	(290)	-6.4%
(25)	Sport & Leisure	132	1	(131)	-99.2%
(147)	Total Revenue - Assistant Chief Executive	15,379	14,890	(489)	-3.2%

Monitoring of Achievement of 2015/16 Savings

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Communications					
Communications Team	Deletion of vacant post	25	25	0	
		25	25	0	
Royal Pavilion, Arts & Museums					
Royal Pavilion, Arts & Museums	Savings from service redesign	20	20	0	
Royal Pavilion, Arts & Museums	Charging at £5 per head for non-residents at Brighton Museum	150	150	0	
		170	170	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Tourism & Venues					
Venues - Brighton Centre	Increased income and targeting private hiring's and recharges	5	5	0	
Venues - Brighton Centre	Install motion sensors in toilets and meeting rooms to create savings on electricity costs and reduction of spend on building infrastructure	35	35	0	In progress – motion sensors have been installed in toilets and plans are in place to reduce spend on building maintenance
Tourism Services	Establish 'Love Brighton' Tourism brand with licensing and commercialisation of Visit Brighton website	15	15	0	In progress
Tourism Services	Full review of all budgets	25	25	0	
		80	80	0	
Libraries					
Libraries Service	Income through new charging framework	43	43	0	
Libraries Service	Efficiency review of operating model	15	15	0	Achieved through the 'flexible' retirement of a senior manager
Libraries Service	Identified efficiencies within contracts	90	90	0	Achieved through the renegotiation of bibliographic services contract through the PFI
		148	148	0	
Corporate Policy & Communities					
Overview & Scrutiny	Deletion of the majority of the service and deliver statutory minimum service	151	151	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Corporate Research Team	Integrate intelligence function with Public Health enabling deletion of 0.50 FTE vacant post	25	25	0	
Senior Managers Support	Service review to achieve efficiencies through pooled working and service modernisation	30	30	0	
		206	206	0	
Sport & Leisure					
Sports Facilities	Energy saving measures	50	50	0	
Investment of Public Health resources	Refocus of Sports Development on Public Health priorities.	300	300	0	
Seafront Services	Increased income from ground rents for Beach Huts and rents from Chalets (£0.005m) and reduced expenditure on sea buoys (£0.005m)	10	10	0	
Outdoor Events	Increased income from events	10	10	0	
		370	370	0	
TOTAL ASSISTANT CHIEF EXECUTIVE		999	999	0	

Explanation of Other Key Variances

Key Variances £'000	Service	Description	Mitigation Strategy
Communications			
(79)	Communications	An underspend of £0.079m is forecast at Month 7, which is an improvement of £0.033m from last month. The improvement is	

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
		largely down to the bringing forward of the staffing restructure across Communications - linked to the service and financial strategy saving for 2016/17.	
Royal Pavilion, Arts & Museums			
11	Royal Pavilion, Arts & Museums	There are on-going pressures against commercial income of approximately £0.275m (retail, admissions, catering) and increases in security system and premises repair costs of £0.060m. The service has worked extremely hard to cover these pressures by holding vacancies (£0.275m) and stopping all non essential spend where possible. This has resulted in an overall overspend position of £0.011m reported here.	There continues to be close monitoring of all income streams and holding vacancies and other expenditure where possible to help cover these pressures - in line with the new financial control measures put in place.
Tourism & Venues			
0	Tourism & Venues	Venues are still reporting a forecast break-even position at this stage however there are a number of pressures being managed with an overall net risk of £0.066m This includes £0.130m against Entertainments income based on contracted business and concerts that Venues are either in discussion over or where there are blank dates in the diary and there is reasonable confidence that business will appear at some point. There is also an additional £0.017m relating to lost merchandise and recharges income less the estimated saving on Stewarding. The Venue was successful in appealing its level of Business Rates and has received a reduction for 2015-16 of £0.022m and significant further savings have been identified including vacancy management £0.015m and reduced use of casuals £0.015m which together with general underspending across the service, has helped reduce the overall risk. A spending freeze of all non-operational and non-essential expenditure was put in place during August and remains in place for the remainder of the financial year.	
Libraries			
0	Libraries	Break-even position reported, which is unchanged from last month. Currently working on two areas to reduce spending: (i)	

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
		campaign to collect in more of outstanding income which currently stands at £65.5k; (ii) reducing the amount of cover provided for new vacancies as they arise, balancing this against need to avoid temporary closures too often.	
Corporate Policy & Communities			
(290)	Corporate Policy & Communities	<p>A net underspend of £0.290m is forecast across the service at Month 7, compared to £0.088m last month.</p> <p>The latest forecast assumes that the uncommitted funding of £0.100m against the Grants programme is released; whilst this funding is not contractually committed, an in-principle extension has been given to the provider of the Money Works contract from August 2016 - March 2017, following Neighbourhoods, Communities & Equalities (NCE) committee meeting on 20th July.</p> <p>In addition to this there are now savings of approximately £0.100m against the Communities initiatives budget from the deletion of the Community Needs assessment officer post and a reduction in funding for Black & minority Ethnic (BME) and disability equality projects.</p> <p>The forecast includes the previously reported underspend against the staffing budget (£0.101m) as a result of vacancy management and an external secondment.</p>	
Sport & Leisure			
(131)	Sport & Leisure	<p>Sport & Leisure are reporting an underspend of £0.131m at Month 7. The underspend is much improved from Month 6 and largely reflects £0.090m from deferral of projects in Sports Facilities into next financial year (e.g. removal of spectator stand which is no longer fit for purpose and reinstatement of area at Withdean Stadium). There are underspends of £0.020m from vacancy management and £0.020m against Events.</p>	

Public Health – Revenue Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	Public Health	1,680	1,500	(180)	-10.7%
(51)	Community Safety	1,350	1,279	(71)	-5.3%
(55)	Public Protection	2,084	2,011	(73)	-3.5%
(106)	Total Revenue - Public Health	5,114	4,790	(324)	-6.3%

Monitoring of Achievement of 2015/16 Savings

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Public Health					
Smoking & Tobacco	Respecifying and retendering the service	35	35	0	
Substance Misuse Services	Contract award agreed by P&R will result in savings	400	400	0	
Public Health Advice	Reduce overall service level and service redesign.	30	30	0	
Physical Activity	Exercise referral service redesign	10	10	0	
Other Public Health Savings	Review of commitments and potential contract reductions	285	285	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Investment of Public Health grant against services to deliver Public Health Outcomes	Investment of Public Health grant against services to deliver Public Health Outcomes	(760)	(760)	0	
		0	0	0	
Community Safety					
Community Safety	Commissioning of street outreach services, priority and prolific offenders and support for drugs interventions within recommissioning of substance misuse services	39	39	0	
Community Safety	Restructuring of posts (policy officer migrants and CS manager, community cohesion) and release of vacant post	31	31	0	
Community Safety	Restructuring of partnership community safety team (PCST)	20	20	0	
Communities Against Drugs & Environment Improvement Team	Removed match funding at the end of European (INTERREG) funding for the Communities Against Drugs Team	68	68	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Community Safety	East Sussex funding contribution to extended service	10	10	0	
Community Safety.	Reduction in the capacity of intelligence, analytical and strategic assessment functions.	18	18	0	
		186	186	0	
Public Protection					
Environmental Health & Licensing	Development of a self funded wildlife management team charging for pest control	20	20	0	
Environmental Health & Licensing	Service redesign including suspension of the late night noise investigation service	165	165	0	
Trading Standards	Service redesign to allow sustainability of statutory service in future	50	50	0	
		235	235	0	
TOTAL PUBLIC HEALTH		421	421	0	

Explanation of Other Key Variances

Key Variances £'000	Service	Description	Mitigation Strategy
Public Health			
(180)	Public Health	<p>The PH ring-fenced grant was £20.806m for 2015-16 (which includes the half year effect of Health Visitor commissioning transfer of £2.111m). As reported previously the service has been able to fully cover the £1.290m (6.2% reduction) of savings needed to deliver the in-year reduction against the PH ring-fenced grant. However it should be noted that the majority of this has come from carry-over planned spends (£0.850m was carried forward from 2014-15) that will not now take place, and so is non-recurrent.</p> <p>It is likely that this reduction in funding will continue, and there could be further cuts to the ring-fenced grant in 2016/17. In anticipation of this, additional underspends have been identified this year where possible (£0.180m identified at Month 7). Ordinarily this could be carried forward as part of the Public Health reserve, in line with the grant conditions. However, given the severity of the Council's financial position the underspend is shown here to help free up funding to support other services, such as Children and Adult Services - where it can be demonstrated that there are clear public health outcomes.</p>	
Community Safety			
(71)	Community Safety	There is a forecast underspend at Month 7 of £0.071m, which is mainly against the staffing budget from holding vacancies and utilisation of external grant funding. This is an improvement from last month of £0.020m.	
Public Protection			
(73)	Public	There is a staffing underspend of £0.044m against	

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
	Protection	Trading Standards. Across Environmental Health & Licensing there is a staffing underspend of £0.029m projected from the implementation of one-off measures (including external secondment and unpaid leave).	

Appendix 1 Revenue Budget Performance

Finance & Resources & Law – Revenue Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
(50)	HR & Organisational Development	3,380	3,264	(116)	-3.4%
0	ICT	7,287	7,233	(54)	-0.7%
(280)	Property & Design ⁽¹⁾	3,708	3,018	(690)	-18.6%
(259)	Finance ⁽²⁾	11,099	10,793	(306)	-2.8%
(400)	Housing Benefit Subsidy	(637)	(1,034)	(397)	-62.3%
(40)	Performance, Improvement & Programmes ⁽³⁾	765	734	(31)	-4.1%
(208)	Legal & Democratic Services ⁽⁴⁾	3,910	3,502	(408)	-10.4%
(1,237)	Total Revenue - Resources & Finance	29,512	27,510	(2,002)	-6.8%

- (1) Now includes Customer Services budgets from former City Services unit
- (2) Now includes Revenues & Benefits budgets from former City Services unit
- (3) Now includes Customer Feedback budgets from former City Services unit
- (4) Now includes Life Events budgets from former City Services unit

Monitoring of Achievement of 2015/16 Savings

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Human Resources & Organisational Development					
Health and Safety	Savings achieved through reduction in staffing budget through service redesign and increase in income generation	25	25	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Occupational Health & Wellbeing	Reduction of 0.50 FTE post	20	20	0	
HR Services	Implementation of Talentlink to replace i-Grasp and simplification of business processes	57	57	0	
Workforce Development	Service redesign and purchase of a new Learning Management System will release monies from other learning related licences	50	50	0	
		152	152	0	
ICT					
Schools ICT Service	Increase trading to more schools and the community and voluntary sector.	13	13	0	
Third Party Suppliers	Review and reduction of existing contracts to offset some of the continuing increase in costs from demands of new services	345	345	0	
		358	358	0	
Property & Design					
Architecture & Design Team	Increased fee income from professional project work	15	15	0	
Building Surveying & Maintenance Team	Increased fee income from professional project work	15	15	0	
Workstyles Project	Combined Phases 2 & 3 of Workstyles includes release of leased buildings and reduced property running costs	170	170	0	
Education Property Management	Deletion of vacant admin post	20	20	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Estates Management	Increased income from the commercial urban portfolio	150	150	0	
Facilities & Building Services	Re-procurement of the corporate building cleaning contract	80	80	0	
Facilities & Building Services	Service re-design of the courier service.	55	55	0	
Corporate Landlord Budgets	Reduction to the corporate planned maintenance budget programme (£0.295m), reduced reactive repair costs and client adjustments (£0.065m), closure/surrender of surplus buildings and leases (£0.015m)	462	462	0	
Customer Service Centres	Reduce security resources at the Brighton Bartholomew House Customer Service Centre (CSC)	36	36	0	
		1,003	1,003	0	
Internal Audit / Corporate Fraud / NAFN					
Internal Audit	Reduced Principal Auditor staffing	50	50	0	
		50	50	0	
Finance & Procurement					
External Audit	Planned 25% reduction in audit fees	40	40	0	
Financial Services	Staffing efficiencies across Financial Management teams, debtors and creditors services through Business Process Improvement	163	163	0	Approximately £0.066m identified to date but further work is required to deliver the full saving.

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Financial Services	Income generation measures including charges for grant administration, banking services, etc.	60	60	0	
		263	263	0	
City Services (Revenues & Benefits)					
Council Tax Running Expenses	Removal of class C 'empty and unfurnished' discount	94	94	0	
Council Tax Running Expenses	Removal of class D 'uninhabitable' discounts	32	32	0	
Council Tax Running Expenses	Digitally Improve the Customer Experience (DiCE) reduction in project costs	10	10	0	
Council Tax Benefit Local Variations	Deletion, without detriment, of this discretion which is now accounted for elsewhere in the tax base	32	32	0	
Housing Benefits / CTR administration costs	Reduction of Outreach Work through reduced admin costs	58	58	0	
Technical Delivery Team	Negotiation of reduced costs in contracts	30	30	0	
Technical Delivery Team	Implementation of completely online claiming system reducing paper and stationery costs	10	10	0	
Electronic Document Management Team (EDM)	Redesign of Electronic Document Management function	5	5	0	
Housing Benefits / CTR administration costs	Reduction of opening hours of 20-25% of current counter or phone opening	58	58	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
		329	329	0	
Legal & Democratic Services					
Members' Allowances	Reduction in some special responsibility allowances and a rationalisation of others	25	25	0	
Bereavement Services	Increased income through increased fees and charges	35	35	0	
City Services Managers & Customer Improvement.	Reduce the specialist training capacity to Revenues and Benefits	51	51	0	
Overview of City Services Division	Service redesign of management roles across the division	35	35	0	
		146	146	0	
TOTAL FINANCE, RESOURCES & LAW		2,301	2,301	0	

Explanation of Other Key Variances

Key Variances £'000	Service	Description	Mitigation Strategy
HR & Organisational Development			
(116)	HR & Organisational Development	The HROD service is now projecting an underspend of £0.116m. This is an increase of £0.066m over last month. The additional savings reflect the requirements of the further in-year share of the Council's overspend through the delay/postponement of planned training on Adults/Children's training programmes and an additional £0.040m of	

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
		non-attendance income that would normally be re-invested in the training programme. It is noted that there is a cost pressure remaining within the service due to additional savings added in last year's budget round that will be addressed via service reviews in the 4 year plan	
ICT			
(54)	ICT	At Month 7, the service is forecasting an underspend of £0.054m being anticipated savings in the salaries budget and through review of hardware spend in the last month. These will be used to offset the Business Objects settlement fee and increased Business Objects licensing costs. It is now hoped to cover the majority of the Business Objects costs from the service's budget	
Property & Design			
(660)	Property & Design	The commercial income forecast shows an overachievement of £0.050m, with good results still at New England House. There are expected underspends during this financial year for utility costs at Hove Town Hall, due to the Workstyles programme, improved water monitoring with automatic meter readings and other various utilities efficiency savings totalling £0.118m. Contracts and property functions reviews should save a further £0.140m. The recent Financial Controls have led to only essential maintenance being carried out, which is predicted to save £0.275m on planned maintenance and £0.077m on reactive maintenance.	

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
(30)	Customer Services	Customer Services budgets have transferred from the former City Services this month, and these are expected to underspend by £0.030m due to vacancy management.	
Finance			
(58)	Finance	The forecast for Financial Services, Procurement & Audit is for an underspend of £0.058m. However, with the Brighton NAFN office having closed on 30 September this year, it is expected that the council will not be able to recover fees and costs of approximately £0.084m. The current intention is to attempt to bear these pressures within existing resources.	
(248)	Revenues & Benefits	Revenues and Benefits budgets have transferred from the former City Services and are forecasting an underspend of £0.248m. This is due to increased vacancy management, along with continued expected overachievement of income targets and a reduction in projected costs of computer maintenance.	
Housing Benefits subsidy			
(397)	Housing Benefits Subsidy	There is a forecast surplus of £0.261m (previously £0.300m) associated with the recovery of over payments of former Council Tax benefit. In addition a surplus of £0.136m previously (£0.100m) is forecast on the main subsidy budget.	
Performance, Improvement & Programmes			
(31)	Performance, Improvement & Programmes	The service is projecting an underspend of £0.031m this month by continuing to minimise the development work for Performance & Risk	

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
		Management software system, vacancy control and reducing non staffing expenditure to an absolute minimum.	
Legal & Democratic Services			
(140)	Legal & Democratic Services	With the spending controls in mind, Legal Services & Democratic Services are projecting an under spend of £0.140m at Month 7. This is due to extended vacancy control, management of one off payments and improved income forecasts.	
(268)	Life Events	Life Events budgets have transferred from the former City Services this month and are forecasting an underspend of £0.268m, an increase of £0.200m from last month's figure of £0.068m. The underspend is due to one-off government funding in respect of personal land charges liability costs, partly offset by income pressures in the service.	

Corporate Budgets – Revenue Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	Bulk Insurance Premia	0	0	0	0.0%
(137)	Concessionary Fares	10,827	10,690	(137)	-1.3%
(104)	Capital Financing Costs	8,677	8,544	(133)	-1.5%
0	Levies & Precepts	170	170	0	0.0%
(395)	Unallocated Contingency & Risk Provisions	2,106	1,734	(372)	-17.7%
3	Unringfenced Grants	(16,683)	(16,680)	3	0.0%
(533)	Other Corporate Items	1,556	1,023	(533)	-34.3%
(1,166)	Total Revenue - Corporate Budgets	6,653	5,481	(1,172)	-17.6%

Key Variances

Key Variances £'000	Service	Description	Mitigation Strategy
Concessionary Fares			
(137)	Concessionary Fares	There is a reduction in the fixed deal payment to B&H Buses of £0.105m to allow for the cessation of some routes and the remaining saving is mainly from lower than forecast trip numbers across other operators.	
Capital Financing Costs			
(133)	Capital Financing Costs	In response to fairly volatile PWLB rates, some analysis of borrowing costs and interest rate forecasts have led to some "trigger" rates that may determine the undertaking of two tranches of PWLB borrowing in 2015/16. The PWLB rates are published twice a day and officers are pro-actively monitoring	

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
		these rates; if the rates reduce to or below the first trigger rate set, £5.000m borrowing will be undertaken and a subsequent £5.000m will be undertaken if a second trigger rate is met. This borrowing will replace the short term borrowing budgeted for in 2015/16 and the Financing Costs underspend forecast assumes both tranches of borrowing will be undertaken. The underspend has increased from Month 5 because the trigger rates have not been met to date, so the expected date of borrowing has moved further into the future and therefore no borrowing costs incurred to date. If the trigger rates are not met in the current year, there may be a further £0.075m saving in the Financing Costs budget in 2015/16, but this would potentially increase borrowing costs in future years.	
Unallocated Contingency & Risk Provisions			
(372)	Unallocated Contingency & Risk Provisions	Part of the financial controls introduced by ELT in September was a review of unspent 2014/15 budgets that were approved for carry forward into 2015/16. A review of these allocations has identified £0.291m which can be released to support the overall position. This consists of Stronger Families, Youth and Communities (£0.148m), Human Resources and Organisational Development (£0.087m), Housing (£0.036m) and Communications (£0.020m). In addition to this £0.081m of unrequired risk provision has been released.	
Unringfenced Grants			
3	Unringfenced Grants	Minor variance.	
Other Corporate Items			
(516)	Centrally	The underspend here relates to unrequired balances	

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
	Managed Budgets	in respect of historic debts (£0.267m), over-provision for the council's obligation for trust funds (£0.112m), historic balance from Revenue Support Grant (£0.048m) and out of date cheques that have not been cashed (£0.100m). These are partially offset by £0.011m debt written off due to unsuccessful external collection.	
(17)	Former Employee Pension Costs	Spend on former employee pension costs is lower than anticipated by £0.016m.	

Appendix 1 Revenue Budget Performance

Housing Revenue Account – Revenue Budget Summary

Forecast Variance Month 6 £'000	Housing Revenue Account	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
495	Capital Financing	31,095	32,090	995	3.2%
(14)	Head of Housing HRA	3,448	3,434	(14)	-0.4%
(59)	Head of Regeneration	290	231	(59)	-20.3%
68	Housing Strategy	524	586	62	11.8%
2	Housing Support	257	245	(12)	-4.7%
(801)	Income Involvement Improvement	(49,497)	(50,400)	(903)	1.8%
(207)	Property & Investment	11,999	11,773	(226)	-1.9%
(193)	Tenancy Services	1,884	1,529	(355)	-18.8%
(709)	Total	-	(512)	(512)	0.0%

Monitoring of Achievement of 2015/16 Savings

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Housing Revenue Account					
Housing Management & Maintenance	Service redesign of Housing Management & Maintenance	251	181	70	Service redesign is ongoing however £70k of this saving will now be found from deleting the budget for extra legal costs no longer required.
Housing Support	50% of management post no longer chargeable to the HRA	30	30	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Head of Housing Management & Support Services	Reduce support service charges	33	33	0	
Customer Services	Increase charges for car parks and garages where demand is high	45	45	0	
Customer Services	Reduction of 0.15 FTE office management post	4	4	0	
Customer Services	Reduction in general office budgets	40	40	0	
Tenancy Services - Estates	Reduce materials budget within the estates service	25	25	0	
Tenancy Services - Tenancy Management	Deletion of vacant post	27	27	0	
Tenancy Services - Tenancy Management	Efficiency savings on gas and electricity costs	120	120	0	
Tenancy Services - Older Peoples Housing	Phase 2 of Intensive Housing Management Charge	111	111	0	
Tenancy Services - Older Peoples Housing	Reduction of cost of Carelink line	7	7	0	
Property and Investment	Review of commercial rents	50	50	0	
Property and Investment	Efficiencies on repairs and service contracts	164	164	0	
TOTAL HOUSING REVENUE ACCOUNT		907	837	70	

Explanation of Other Key Variances

Key Variances £'000	Service	Description	Mitigation Strategy
Housing Revenue Account			
995	Capital Financing	The forecast reprofiling/slippage for the HRA Capital Programme will reduce the amount of borrowing required in 2015/16 to fund the overall programme, which will therefore result in lower interest charges of £0.105m than originally budgeted for. A review of the funding of the capital programme, in light of the overall revenue forecast underspend, has resulted in an increased contribution of £1.100m from the revenue account to fund the capital programme rather than undertaking borrowing.	The forecast overspend is funded from overachievement of income relating to Leaseholder Service Charges and the forecast underspend on Interest payable.
(59)	Head of Regeneration	The estimated level of capitalisation of salaries is higher than originally budgeted.	
62	Housing Strategy	A review of the work carried out by the Housing Allocations team has meant that the amount of staff time charged to the HRA has increased to a charge of 80% of staff time compared to a budgeted split of 50/50.	The overspend in this service is being covered by underspends elsewhere within the HRA
(903)	Income Inclusion Improvement	Leaseholder Services and Major Works are forecast to overachieve income by £0.661m mainly due to the timing of capital works meaning more was rechargeable in 2015/16 than was estimated; Rents are forecast to overachieve income by £0.072m and vacancy management is forecast to underspend by £0.350m. These underspends are partly offset by a forecast overspend on accommodation management fees of £0.147m and a forecast Discretionary Housing Payment contribution of £0.070m.	
(226)	Property & Investment	The spend on routine repairs has reduced by £0.290m due to a reduction in the number of council dwellings and also the increased levels of capital investment over the past few years. This underspend is partly offset by a forecast overspend on empty property works.	
(355)	Tenancy Services	Underspends include: £0.173m on staff costs in the estates services and tenancy management areas; £0.075m on gas &	

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
		electricity charges; £0.065m on supplies and services and £0.040m relating to the Community Payback Scheme where the budget is no longer required. This is offset by an overspend of £0.025m on rubbish clearance due to additional tipping charges.	

Dedicated Schools Grant – Revenue Budget Summary

Forecast Variance Month 6 £'000	Dedicated Schools Grant (DSG)	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	Individual Schools Budget (ISB) <i>(This does not include the £5.534m school balances brought forward from 2014/15)</i>	122,676	122,676	0	0.0%
211	Early Years Block (including delegated to Schools) <i>(This includes Private Voluntary & Independent (PVI) Early Years 3 & 4 year old funding for the 15 hours free entitlement to early years education) (This includes £0.615m brought forward from 2014/15)</i>	10,943	11,071	128	1.2%
(211)	High Needs Block (excluding delegated to Schools) <i>(This includes £0.807m underspend brought forward from 2014/15)</i>	18,110	17,982	(128)	-0.7%
(21)	Exceptions and Growth Fund <i>(This includes £0.031m underspend brought forward from 2014/15)</i>	5,993	5,958	(35)	-0.6%
0	Grant Income	(156,269)	(156,269)	0	0.0%
(21)	Net DSG Budget	1,453	1,418	(35)	-2.4%

Explanation of Key Variances

Key Variances £'000	Service	Description (Note: FTE/WTE = Full/Whole Time Equivalent)	Mitigation Strategy
Early Years Block			
232	PVI payments for 3 & 4 year olds	Overspend in payments for 3 & 4 year olds	Costs will be monitored closely over the year and efforts made to reduce costs

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description (Note: FTE/WTE = Full/Whole Time Equivalent)	Mitigation Strategy
			or identify mitigating savings to bring these budgets back in balance where possible.
(104)	Early Years Advisors	Underspends on staffing costs (£0.070m) and other minor variances (£0.034m).	
High Needs Block			
12	Educational Agency Placements	Overspend in relation to the number and cost of places.	Costs will be monitored closely over the year and efforts made to reduce costs or identify mitigating savings to bring these budgets back in balance where possible.
(140)	Other	There are a number of underspends in the following areas: 2014/15 underspend carried forward for respite care (£0.080m), High Needs top-up for Post 16 students (£0.050m), Autistic Spectrum Condition (ASC) service recruitment (£0.045m), SEN strategy freeze on spending (£0.035m), Speech & Language Service staffing (£0.016m) and other minor underspends (£0.072m). These are partially offset by overspends relating to a contribution to CAMHS (£0.140m) and the education of children with medical needs (£0.018m).	
Exceptions & Growth Fund			
(35)	Exceptions	There are underspends of £0.048m relating to the reimbursement of costs for union duties, jury service and suspension to schools and £0.020m in respect of increased school meals income. These are partially offset by an overspend of £0.029m in respect of schools premature retirement costs and other minor overspends of £0.004m.	

NHS Trust Managed S75 Budgets – Revenue Budget Summary

Forecast Variance Month 6 £'000	S75 Partnership	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
438	Sussex Partnership Foundation NHS Trust (SPFT)	11,001	11,488	487	4.4%
55	Sussex Community NHS Trust (SCT)	554	609	55	9.9%
493	Total Revenue - S75	11,555	12,097	542	4.7%

Explanation of Key Variances

Key Variances £'000	Service	Description (Note WTE = Whole Time Equivalent)	Mitigation Strategy
Sussex Partnership Foundation NHS Trust (SPFT)			
487	SPFT- community care mental health & memory cognition, in house services	<p>The pressure of £0.487m is due to:-</p> <p>(1) Pressures brought forward from 2014/15 (£0.605m),</p> <p>(2) Net full year effect of 2014/15 packages of care (£0.516m), and</p> <p>(3) In year pressures on this service are coming from increase in care packages / change in service type (£0.575m; 14.19 WTE), transfers from in-house services (£0.505m; 15.94 WTE), unachieved savings (£0.157m) and other (£0.487m). These pressures are being offset by a net decrease in demand (£0.278m; 14.96 WTE), improved income (£0.340m), net self-funders (£0.219m), Continuing Care Funding (£0.147m) and CCG Funding against the overall S75 risks (£0.650m). In addition there have been assumptions made on reviews of packages of care (£0.165m) in 2015/16 to mitigate some of the increases already seen in year.</p> <p>(4) There are underspends on the SPFT staffing budgets of £0.071m</p> <p>Savings of £0.434m have been achieved from 1 April 2015 and</p>	<p>Actions have been put in place to meet the 2015/16 budget strategy savings targets and to meet unachieved savings from previous years so there is limited scope to address the emerging demand pressures. Actions include:</p> <ul style="list-style-type: none"> • There will be increased panel scrutiny of all complex or high cost placement and care package requests to assure value for money against eligible care needs. Where possible, no placements will be made above the agreed local authority rates. • The CCG have agreed funding of £0.650m to offset the risks on the

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description (Note WTE = Whole Time Equivalent)	Mitigation Strategy
		included in the forecast position. The pressure of £0.487m is after the risk share contribution (50:50) with SPFT	<p>community care budget (which is within the forecast). The Risk share arrangement with SPFT assumes a 50:50 split of any remaining overspend.</p> <ul style="list-style-type: none"> Continuing Health Care Taskforce in place to ensure that all appropriate funding sources are identified.
Sussex Community NHS Trust (SCT)			
55	SCT- Integrated Community Equipment Services	This service is projecting an over-spend of £0.055m as the equipment savings expected during the current contract have not been fully achieved	Increased financial controls - vacancy management and reduction in non essential spend.