



## Report of the Cabinet Member for Service Transformation & Business Operations

Cabinet – 8 February 2018

### Revenue and Capital Budget Monitoring 3rd Quarter 2017/18

<b>Purpose:</b>	To report on financial monitoring of the 2017/18 revenue and capital budgets, including the delivery of budget savings.
<b>Policy Framework:</b>	Budget 2017/18 Transformation and Future Council (Sustainable Swansea –fit for the future)
<b>Consultation:</b>	Cabinet Members, Corporate Management Team, Legal Services and Access to Services.
<b>Recommendation:</b>	It is recommended that the comments and variations in this report, and the actions in hand to address these, are noted.
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#### 1. Background and Introduction

- 1.1 This report details forecast variations from the agreed budget for 2017/18, including the latest assessment of the delivery of savings.
- 1.2 In respect of Revenue Budgets, this report provides a consolidated forecast which combines:

- projected variations (mainly shortfalls) in relation to budget savings agreed by Council in February 2017
- Variations arising from other service pressures not directly linked to specific savings plans (e.g. increased demand)

1.3 The report includes comments from Directors in relation to the variations highlighted and the action that is in hand or proposed as appropriate.

## **2. Revenue Outturn Forecast Based on September Position**

2.1 Appendix 'A' to this report details the approved Revenue Budget for 2017/18 and the forecast variation at this time.

2.2 Other than projected variations on Directorate expenditure, it is still too early to forecast variations that may arise on some significant Corporate items including the level of Council Tax collection (although it more often than not achieves a modest surplus) – it is assumed at the current time that these remain largely as per the approved budget.

2.3 The overall Directorate position is summarised below:-

### **DIRECTORATE**

	<b>FORECAST VARIATION 2017/18 £000</b>	<b>SAVINGS VARIATION 2017/18 £000</b>	<b>OTHER VARIATION 2017/18 £000</b>
CORPORATE SERVICES (inc. all Business Support)	2,640	1,650	990
PEOPLE - POVERTY AND PREVENTION	-360	0	-360
PEOPLE - SOCIAL SERVICES	4,172	3,765	407
PEOPLE – EDUCATION	497	0	497
PLACE	0	3,794	-3,794
<b><u>NET DIRECTORATE EXPENDITURE</u></b>	<b>6,949</b>	<b>9,209</b>	<b>-2,260</b>

2.4 Directors' comments on the above variations are shown at Appendix B :-

2.5 Within the *Sustainable Swansea* Delivery Programme, work continues to develop service delivery plans that will include all savings requirements across all strands. This includes the cross cutting nature of new reviews as well as the completion of current in-flight reviews.

2.6 The above potential overspend remains a significant risk and needs to be addressed on a whole Council basis as it is unlikely at the present time that alternative savings

will be deliverable within budgets during the remaining few months of the financial year. A number of the overspend items follow on from the outturn position for 2016/17 and need to be considered in the light of the forecast savings going forward within the 2018/19 budget, Medium Term Financial Plan, and the cumulative effect of non-achievement savings on the MTFP deficit going forward.

2.7 Corporate Management Team has re-enforced the current arrangements for budget monitoring in particular :-

- focus on corrective action;
- increased control;

2.8 Offsetting opportunities do exist to ameliorate some of the identified service pressures, totalling at least £0.946m, as follows.

- Some £1m was set aside in the budget for the potential costs relating to the impact of the Apprenticeship Levy. The final costs relating to this levy will only be known once final employee related costs are calculated at the year end. Based on the initial costs for the first half of the year it is likely that the entire allocation will be required as a minimum. Should this not be the case then any saving will be proposed to be used to further mitigate service pressures.
- In setting the budget for 2017-18 it was anticipated that several specific grants could be reduced as part of the overall funding package from Welsh Government and a contribution to the reserve established in 2016-17. In the immediate aftermath of the “Brexit” result of the EU referendum, there are ongoing future uncertainties over long term wider grant funding. The budgeted contribution in 2017-18 is £0.946m. Should all of this in year contribution not be required then it could be utilised to offset, as a one off, an element of the current potential overspend for 2017-18. At this stage of the year it is assumed that the full £0.946m will be available to partially mitigate the forecast overspend.

2.9 Conversely, it should be noted that on basis of bids already committed to the Council’s existing Transformation Fund reserve this remains wholly committed and cannot therefore be used to fund further transformative work unless and until monies advanced for existing plans start to crystallise additional and significant savings to pay back to the fund, not merely help unlock already planned budgeted savings.

### **3. Contingency Fund Provision for 2017/18**

3.1 There is no carry forward of previous years underspends into the contingency fund for 2017/18. As such, the contingency fund is set at the £5.4m contribution set out in the budget report approved by Council on 23<sup>rd</sup> February 2017.

3.2 The current potential calls on the contingency fund for 2017-18 are:-

<b>Contingency Fund 2017/18</b>	<b>Prediction</b>
	<b>2017/18 (£m)</b>
Contribution for year	5.400
Balance to fund ER/VR	-3,386
Community Budgets	-44
Part Reinstatement of Parks Savings	-47
Pathologists	-136
DoLS legal	-63
City Deal – CCC top slice	-50
DoLS Social Services	-285
Legal IGU and PSB Support	-37
City Centre Regeneration team	-450
Waste vehicle replacement underwrite	-237
Interim arrangements – finance and service centre	-20
Swansea market initiatives	-75
Social Services bringing forward recruitment re invest to save proposals	-70
Corporate Building Services additional back-pay	-500
<b>Balance 31st March 2018</b>	<b>Nil</b>

The above table lists potential calls on the budgeted contingency fund. The final amounts will be dependent on a number of factors during the year including speed of implementation, actual costs/commitments incurred, final Directorate outturn position. Updates will be provided during the financial year as part of the routine quarterly reporting to members

Any departures under ER/VR in 2017-18 are again currently planned to be charged to the contingency fund as a one off cost to release future revenue savings. It would be prudent given the experience in 2016-17 and the accelerated budgetary savings pressures likely to bear upon the authority to assume the in year call on the contingency for the purposes of funding ER/VRs to be at least £7m, even at this half year stage. This amount clearly exceeds the current amount available in the contingency fund as detailed above. Therefore, any excess cost will fall to the Restructuring Reserve. At this juncture, it is likely that some further £4m, as a minimum, will be required from this reserve in 2017-18.

The S151 officer proposes to reserve his final position on the recommended levels of use of the restructure reserve and contingency fund until the success or otherwise of reducing the forecast overspend is known at year end. One clear option available would be instead to charge the whole costs of ER/VR in 2017/18 to the restructure reserve. Whilst this change in past custom clearly uses up a larger element of the restructure reserve faster than would be at all desirable it would “free up” £3.4m of the

contingency fund which would then be used to offset in year the overspend and significantly slow any potential draw from general fund reserves at outturn from a forecasted above £6m to below £3m in 2017/18.

3.3 The initial scale of potential overspends for 2017/18 remain significantly in excess of any potential sums available to offset that shortfall. The current indication is that there still needs to be urgent and decisive action to pursue additional savings across the Council, as even if not now achievable during 2017/18, they need to be ready for 1 April 2018.

3.4 The action being taken includes working through existing plans on an accelerated delivery basis :

- Management and Business Support Review: ongoing comprehensive review of the management structure across the Council and future requirements given the Council's priorities, future challenges and the changing nature of the role of managers
- Reducing the Pay Bill: review of options to reduce employee costs across the Council as part of our overall future workforce strategy (subject to trade union consultation at the appropriate time)
- Commercialism through third party Procurement Savings and Income Generation: review of further options to increase income from fees and charges, trading etc, in addition to the targets already set for 2017/18
- Progressing Commissioning Reviews and Cross Cutting Themes.
- Implementation of the Leading Learners transformation programme for Education that outlines a range of projects.
- Further implementation of the Adult Services Saving Plan through which we have identified mechanisms for bringing down overall costs.
- Strengthening and tightening further the extant spending restrictions which have been reviewed, refreshed and reissued by Corporate Management Team.

3.5 It should be noted that at this time, although the Council continues to pursue a number of VAT related claims, and some are more advanced than others, there is NO certainty of substantial windfalls from VAT refunds or any other external source being received in the current year.

#### **4. Revenue Budget Summary**

4.1 The position reported above reflects the best known current position. A net £6.9m of shortfall in revenue budgets, offset by, a one off, £0.9m of identified additional savings. This leaves a forecast overall £6.0m overspend forecast for the year at the end of the third quarter.

4.2 Corporate Management Team have reinforced the expectation that overall net expenditure must try to be contained within the limits of the current year budget as set by Council. Where that is not possible in year then the next course of action is to rebase budgets in time 2018/19. This is proposed to be achieved by a combination of additional budget recommended by Cabinet to go into social services (broadly equal to the now lower level of current year forecast overspend) and rapid, permanent reductions in corporate services budgets which the Corporate Director (Resources) has undertaken to fully achieve by 1 April 2018. It is envisaged that the overspend in

Corporate Services will be largely addressed by the implementation of the final phase of the Business Support Commissioning Review agreed previously by Cabinet in 2016 which sees the Council adopt a 3 tier/business support hub model.

- 4.3 As previously mentioned, it is too early to provide an accurate forecast as to the potential outturn on corporate items such as Council Tax collection which is in itself potentially affected by the effects of welfare reform measures, but offset by an often increasing tax base.
- 4.4 Included in the projected budget for 2017/18 for other corporate items were budgeted increases in capital finance charges, recognising the need to commence funding for the ambitious Capital Programme. As previously reported in Quarter 2, it is deemed prudent to report a £2m underspend on the projected budget. However noting the projected upward pressure on interest rates in the coming months and years, and the ongoing scale of likely capital investment, which in the case of the City Deal is likely to be significantly in advance of grant part funding, it is prudent to commit this £2m underspend to an equalisation reserve to deploy when capital is ultimately drawn down and needs to be serviced. This approach was agreed by Council in its review of reserves.
- 4.5 The overall judgement at this point is that there remains urgent need to identify significant additional budget savings across all Council Services to improve the 2017/18 position. Based on the level of the current forecast this achievement for 2017/18 is looking unlikely given the few remaining months of the year in which to make such cost reductions. In forming this view it is noted that this is a decrease in the forecast overspend position when compared to the second quarter, however, it still remains a significant budget issue for the current and future years.
- 4.6 There remains a degree of confidence that some further minor inroads can be made into the forecast overspend position by ongoing management and member action. Equally, the scale remains such, that it would be on balance very unlikely that spending can be fully contained in year. Attention has therefore equally been focussed on rebasing 2018/19 budgets in corporate services (cost reductions with effect from 1 April 2018) and social services (additional budget proposed).
- 4.7 Furthermore there are increasing risks around building general inflationary pressures and the potential for feed through effects to current and future public sector pay awards which are set at national level (e.g.; recent settlements for firefighters and teachers and a proposed higher than expected local government pay offer) which if not fully felt in terms of impact in the current year will further add to spending pressures in next year's budget, especially if, as now looks confirmed, not directly funded by any increased government grant support.
- 4.8 Detailed monitoring of budgets will continue to be carried out and reported to Departmental Performance and Financial Management meetings on a monthly basis. As there is no significant improvement in the overall forecast compared to the second quarter forecast additional measures, as set out above, have been implemented in order to seek to move closer to a balanced budget for 2017/18 and equally importantly to rebase the budget position for 2018/19.

## 5. Capital Budget

5.1 Expenditure to 31<sup>st</sup> December 2017 is £54.131 million, summarised as follows:

<b>Directorate</b>	<b>Budget 2017/18</b>	<b>Actual to 15/12/17</b>	<b>% spend</b>
Corporate Services	2,785	1,168	41.9%
People	12,773	7,524	58.9%
Place (General Fund)	50,452	16,488	32.7%
Place (HRA)	51,886	28,951	55.8%
<b>Total</b>	<b>117,896</b>	<b>54,131</b>	<b>45.9%</b>

Expenditure on major capital schemes is detailed in Appendix C.

\* Figures based on actual spend to 15 December 2017 which may only have 7 or 8 months costs relating to external invoices.

## 6. Housing Revenue Account

6.1 There is a forecast underspend of £100k for HRA Revenue management and maintenance costs mainly as a result of lower than expected employee and supplies spend. The additional revenue costs resulting from work undertaken with regard to fire safety will be met from existing budgets.

6.2 In addition, current forecasts in relation to the capital spend on the Housing Revenue Account indicate that there is likely to be slippage in the original budgeted spend from 2017/18 into later years. Budget changes will be reported within the HRA Capital report due to go to Cabinet in February. As a result, there will be a reduced borrowing requirement compared to the original budget and a forecast reduction in borrowing costs of £250k.

6.3 The additional capital costs relating to the installation of sprinklers in high rise blocks will be met from savings on other capital schemes.

## 7. Legal Issues

7.1 There are no legal issues contained within this report.

## 8. Equality issues

8.1 The Revenue budget of the Council was approved following the application of the corporate Equality Impact Assessment (EIA) process throughout the Budget setting process. It is essential where service levels are affected by changes to the Revenue Budgets (including savings options) that the EIA process (alongside consultation and engagement as appropriate) is applied to ensure due regard is paid to the potential equality impacts of any proposals prior to decision making.

Background papers: - None

Appendices: Appendix A – Revenue Budget forecast 2017/18  
Appendix B – Directors comments on variances  
Appendix C – Commentary on Savings Tracker  
Appendix D – Savings tracker chart  
Appendix E – Savings tracker summary  
Appendix F - Expenditure on major Capital Schemes

## REVENUE BUDGET PROJECTION QUARTER 3 2017/18

<b><u>DIRECTORATE</u></b>	<b>BUDGET 2017/18 £000</b>	<b>PROJECTED 2017/18 £000</b>	<b>VARIATION 2017/18 £000</b>
CORPORATE SERVICES	44,054	46,694	2,640
PEOPLE - POVERTY AND PREVENTION	6,527	6,167	-360
PEOPLE - SOCIAL SERVICES	101,552	105,724	4,172
PEOPLE – EDUCATION	164,373	164,870	497
PLACE	52,370	52,370	0
<b><i>NET DIRECTORATE EXPENDITURE</i></b>	<b>368,876</b>	<b>375,825</b>	<b>6,949</b>
SPECIFIC PROVISION FOR APPRENTICESHIP LEVY	1,000	1,000	0
<i>OTHER ITEMS</i>			
LEVIES			
SWANSEA BAY PORT HEALTH AUTHORITY	84	84	0
CONTRIBUTIONS			
MID & WEST WALES COMBINED FIRE AUTHORITY	12,275	12,275	0
<i>CAPITAL FINANCING CHARGES</i>			
PRINCIPAL REPAYMENTS	15,316	14,316	-1,000
NET INTEREST CHARGES	15,893	14,893	-1,000
<b><i>NET REVENUE EXPENDITURE</i></b>	<b>413,444</b>	<b>418,393</b>	<b>4,949</b>
<i>MOVEMENT IN RESERVES</i>			
GENERAL RESERVES	0	0	0
EARMARKED RESERVES	4,953	6,007	1,054
<b><i>TOTAL BUDGET REQUIREMENT</i></b>	<b>418,397</b>	<b>424,400</b>	<b>6,003</b>
DISCRETIONARY RATE RELIEF	400	400	0
<b><i>TOTAL CITY AND COUNTY OF SWANSEA REQUIREMENT</i></b>	<b>418,797</b>	<b>424,800</b>	<b>6,003</b>
COMMUNITY COUNCIL PRECEPTS	965	965	0
<b><i>TOTAL REQUIREMENT</i></b>	<b>419,762</b>	<b>425,765</b>	<b>6,003</b>
<b><i>FINANCING OF TOTAL REQUIREMENT</i></b>			
REVENUE SUPPORT GRANT	231,170	231,170	0
NATIONAL NON-DOMESTIC RATES	79,531	79,531	0
COUNCIL TAX - CITY AND COUNTY OF SWANSEA	108,096	108,096	0
COUNCIL TAX - COMMUNITY COUNCILS	965	965	0
<b><i>TOTAL FINANCING</i></b>	<b>419,762</b>	<b>419,762</b>	<b>0</b>

**Directors comments on budget variances**

**Appendix B**

**Director of Corporate Services**

Variance	£000	Explanation and Action
<b><u>Savings Variation</u></b>		
<i>Comms &amp; Consultation :</i>		
Creation of a single Comms & Marketing function.	100	This saving has been reviewed in light of changes across the Council as a result of Commissioning Review recommendations.
<i>Performance :</i>		
Consolidation of Performance reporting functions : Council wide	115	This saving has been reviewed and will be delivered. The issue is one of timing as the saving will not be achieved until 1 <sup>st</sup> April 2018.
<i>Sustainable Swansea (Directorate Target) :</i>		
Business Support	1,000	As highlighted in the last two quarterly reports, Directors have been working together to ensure a corporate approach to Business Support, including how this target can be met through federated delivery of the Business Support model and associated savings. The project plan also contains other areas of transformation to deliver the saving including: Vacancy and contract management, savings as a result of changing the way the Council works with suppliers, in a way which helps both parties. Pilots have already started. This saving will be made by Corporate Services by 1 <sup>st</sup> April 2018.
Senior Staff savings	435	The Directorate has identified where savings need to be made across Services. The timing of delivery has been the main issue.
<b><u>Other Variation</u></b>		
2016-17 workstream savings un-achieved. Training, Lean Systems & Terms & Conditions	990	The Directorate has identified where savings targets have not been achieved and carried forward. Some of the savings have not been achieved due to timing, where others are as a result of changes in the environment. The Directorate has a plan to ensure the savings are delivered by the 1st April 2018.

As a result of pro-active budget management some areas may produce additional underspends by the year end which may be able to further mitigate the above current forecast. There are some rising contract costs , which are outside the Councils control

which may also have to be met by the year end. Decisions have been made in the current financial year to mitigate the overspend currently being reported and this will be reflected in the next year's base budget.

**Director of People**

**Social Services**

Variance	£000	Explanation and Action
<b>Savings Variation</b>		
Review of contracts and efficiencies	170	Work in this area has had some success, but further detail remains
Use of Direct Payments	570	Challenging targets have been set for the use of Direct Payments as an alternative to more traditional services.
Additional Income	708	Increased charges and robust processes have had a positive effect on the department's income levels. The introduction of the Abacus System in December will have an immediate and ongoing positive impact
Domiciliary Care – Reduction in use of double handed calls	450	Work in this area is projected to achieve significant in year savings although a deficit remains.
Outcome based assessments	700	Savings will be achieved due to ongoing Western Bay work. All opportunities for further savings will be reviewed although the pressure of cases coming through transition remains.
Maximising Health Contributions to Packages of Care	529	Work to achieve this is ongoing, although it must be recognised that our Health Partners are in a similar financial position and have similar aims for this area
Child and Family - Safer LAC Reduction	638	Whilst the Safer LAC reduction scheme remains a success story for the Department, an increase in certain placement types combined with a reduction in placements with an element of cost recovery presents a pressure.
<b>Other</b>		
External Domiciliary Care	577	These areas are exposed to both demographic and cost pressures. Work to ensure all placements are appropriate and cost effective continues with commissioning reviews pending.
External Residential Care	897	
Internal Staffing and Services	-1,023	Tight vacancy/contract management and the use of grant funding has provided opportunities for underspends in this area.
Third Party Spend	-141	
MHLD Complex Care	1,147	This is a continuation of the previous year's overspend and remains an area of significant pressure. Additional budget has been allocated to this area as a result of grant funding from Welsh Government
Looked After Children and Special	578	This is a continuation of the unachieved saving and is due to pressure on prices and demand. .

Guardianship Orders		
Additional Grant Income	-700	The receipt of unbudgeted grant income has offset some pressures.
Balance Sheet Adjustment	-928	A review of the balance sheet provides a one off opportunity to use dormant balances to support the current year's revenue position.

The Social Services position is primarily due to structural budget issues and large shortfalls in planned savings for the year Significant management action has been taken to improve this position in year.

### Education

Variance	£000	Explanation and Action
<b>Continuing pressures from 2016-17</b>		
One to One - Special Schools / Specialist Teaching Facilities	480	Delegation of one to one support for Special Schools under consideration for April 2018 but some pressures will continue and require tighter oversight and scrutiny to confirm underlying trends
Structural Budget Pressures	17	Ongoing issues carried forward from the previous financial year
Special Needs Transport Costs	588	This remains the most significant area of concern as it is inherently volatile and effectively uncontrollable and expectations continue to be raised by Welsh Government and through legal challenges
Non-Delegated Cost Pressures	240	Tighter monitoring and scrutiny of these areas may mitigate the pressures to some extent
Unachievable allocated corporate targets from 2016-17	205	Pro rata allocation of corporate savings targets remain undeliverable (Corporate terms & conditions, LEAN, Training etc.) and will require alternative savings to be identified in addition to existing Education specific MTFP targets. Cloud savings through corporate IT remain a further risk.
<b>Total Pressures</b>	<b>1,530</b>	
<b>Continuing managed savings from 2016-17</b>		
Continuing managed savings from 2016-17	-451	Mitigation of pressures by continuing impact of robust scrutiny of spending across all service areas
Further anticipated managed savings	-582	Additional anticipated but largely one-off savings
<b>Total Managed Savings</b>	<b>-1,033</b>	

There are further areas of uncertainty, particularly the level and cost of Out of County places which remains inherently volatile, the impact of the new model of EOTAS provision, and the impact of any further backdating of increases in business rates on school premises.

## Poverty & Prevention

Variance	£000	Explanation and Action
Tackling Poverty Unit/Adult Prosperity & Wellbeing Manager	-120	Delay in recruitment & restructure from Tackling Poverty Unit to new Adult Prosperity and Wellbeing Manager has contributed to this underspend. Further underspend has been contributed to as we maximise the funds we can claim through WG grant in Q3 and Q4
Child Poverty Projects	-80	This budget is in place to support Child Poverty Projects as need arises. Grant funds are utilised fully in replace of core spend in this area; therefore there has been no significant call on this budget to date.
Young People's Services	-40	Small projected underspend due to timing of recruitment and selection process and maternity leave
Early Intervention Services	-40	Small projected underspend reflects miscellaneous savings and the impact of an unanticipated core budget transfer for one member of the Family Wellbeing team included in Families First budget profile 17/18
Partnership & Commissioning	-30	Early identification of projected savings for 18/19 due to maximising Home Office Grant Claim in 17/18
Joint People Directorate Commissioning	-50	Budgets have been pooled from across the Directorate to facilitate joint commissioning activities, however due to timing of sign off and to allow for a co-productive procurement exercise this budget will not be realised in 17/18 , therefore an in year saving will be made.

Work is ongoing to ensure budgets are profiled to maximise use of grant and to eliminate overspends in service areas. All savings for 17/18 have been applied to budgets and achieved.

## Director of Place

Variance	£000	Explanation and Action
<b>Savings Variation</b>		
Cefn Hengoed	45	Budget removed, remains in operation by Leisure
Plantasia	100	Unachieved RAG savings as remains in operation.
Parks	23	Reduction in seasonal staff – not implemented.
Cleansing	17	7 day working – delay in introduction.
CB&PS – Develop mobile working and technological support	100	Delay in IT implementation

CB&PS – Asset reductions in line with commissioning reviews	200	Budget reductions over the last two years have been made on the basis of assets reductions in line with commissioning reviews, these have not been realised and therefore projected over spend is forecast.
Senior Staff Review	171	Unachieved saving due to “double counting” commissioning review savings in Culture and Leisure
Depot Saving	250	Unachieved saving due to delay in securing alternative premises now identified
T&C’s	375	Unachieved saving as no changes made to corporate T&Cs
Commercial	1,150	Unachieved saving/savings achieved under individuals commissioning reviews
<b>Total Savings</b>	<b>2,431</b>	
<b>Other Pressures</b>		
Park & Ride	184	Income shortfall and Bus Operator overspend.
Bridges & Structures Team	70	Income shortfall
Highways Recycling	100	Termination of recycling arrangement
Highways back pay	257	Costs to be borne by Service – no corporate budget available
Waste Management	400	Vehicle Maintenance/Hire overspend less Landfill Tax underspend
Social Services Transport	352	Overspend on vehicle maintenance, hire & fuel budgets.
<b>Total Other Pressures</b>	<b>1,363</b>	
<b>Mitigation</b>		
CB&PS – general underspends	-540	Guildhall, Mail Room, Corporate Cleaning, Strategic Estates and Corporate Properties.
Overlap budgets	-1,393	Overlap across the various Sustainable Swansea work strands.
Accommodation Strategy	-200	Over achievement of savings.
Transport Support	-180	Underspend on Community Transport, Concessionary Fares and surplus income.
Marina	-248	Underspend maintenance budgets (set aside for Capital improvements but can’t be committed until overall Directorate position clear).
Housing & Public Protection	-350	Housing General Fund, Housing & Public Health, Pollution Control and Registrars, primarily from additional income.
Property Development & Physical Regeneration	-125	Overachieved income (St David’s Shopping Centre).

Other general underspends	-404	Various other underspends across Place
<b>Total Mitigation</b>	<b>-3,440</b>	
Latest year end forecast overspend	354	

The current projection shows an overspend of £354k at end of month 8 which is being used to assess year end final out-turn. Heads of Service have been tasked in identifying options to offset the anticipated £354k overspend and return a balanced budget at year end. The assumption contained within table 2.3 and Appendix A is therefore, for a balanced budget by the year end. Progress will continue to be closely monitored over the remainder of the current financial year.