

Audit & Governance Committee

Dorset County Council



Date of Meeting	20 September 2017
<u>Lead Officer</u> Richard Bates – Chief Financial Officer	
Subject of Report	Budget monitoring report
Executive Summary	<p>This report provides members of the Audit & Governance Committee with the second, formal report of the year on the anticipated outturn for 2017/18.</p> <p>The information contained in the report is based on the August projections (produced early in September 2017). This is the sixth forecasting exercise of the year, so there is also some analysis of the movements in the forecast so far this year.</p> <p>This report also incorporates debt management information which members asked to be brought to Committee more frequently than in the past but without the need for a separate report.</p>
Impact Assessment:	<p>Equalities Impact Assessment: This high level update does not involve a change in strategy, however, the information produced as a result of the forecasting process may trigger a review of policy and/or strategy for managing within the available budget. If this happens, the impact of specific proposals on equality groups will be considered.</p>
	<p>Use of Evidence: This report draws on information from the Authority's accounting systems and other financial records. It also relies on datasets maintained within the County Council's services which are used to predict possible future demand for and costs of services.</p>
	<p>Budget: The report provides an update on the County Council's financial performance and budget position for 2017/18. It also</p>

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	<p>considers how this might impact on the budget round for 2018/19 and the following years of the MTFP currently in development.</p>
	<p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: HIGH Residual Risk HIGH</p>
	<p>Other Implications:</p>
<p>Recommendation</p>	<p>The Committee is asked to consider the contents of this report and:</p> <ul style="list-style-type: none"> (i) note the Directors' latest estimates included in the forecast of outturn and the reasons causing us to diverge from the balanced budget agreed by the Council in February; (ii) note the latest projections for savings from the Forward Together programme; (iii) comment on the strategies, policies and tactics set out in this report that are intended to tackle the in-year overspend and establish a firm planning position from which to develop the base budget strategy for 2018/19 and beyond; (iv) put forward any other plans it wishes to be taken into account in addressing the current year's performance; (v) understand the risks and impact of the current forecast on the County Council's general fund and on the development of the MTFP (vi) note the continuing challenges - and progress - on the debt position since the last report.
<p>Reason for Recommendation</p>	<p>It is important for Members to understand the causes underpinning the forecast overspend and consider the adequacy of the responses. Delivery of Forward Together savings is critical to the financial position of the County Council but there are pressures in the current year's forecast which mean additional measures on top of the original programme are being explored.</p> <p>Dealing with the current year's forecast overspend is critical to the understanding of the base position upon which we will be developing the budget strategy for 2018/19 and the MTFP for ensuing years.</p>
<p>Appendices</p>	<ol style="list-style-type: none"> 1. CPMI summary August 2017/18 2. Forward Together programme savings 2017/18

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Background Papers	MFTP update report to Cabinet 28 th June 2017
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1. Background

- 1.1 Audit & Governance Committee is the County Council's principal body for overview and scrutiny of financial arrangements, performance and position. Whilst other Overview and Scrutiny Committees might receive financial information incidentally, the Authority's overall, financial reporting is channelled through the Audit & Governance Committee.
- 1.2 The Committee considers budget monitoring reports each time it meets so it can effectively scrutinize financial affairs and ensure the organisation is making good progress with its budget and longer-term financial planning. The Committee is also concerned with ensuring that the County Council is managing the current year's budget effectively and efficiently and that there are continuing arrangements to secure value for money.
- 1.3 Work has already started on financial planning for 2018/19 and beyond and it is important to understand the impact of the current year's performance on that work. Development of the budget strategy is principally driven through Cabinet but it is also important for the work of the Audit & Scrutiny Committee for Members to be kept informed of progress and risks.

2. Forecast of outturn for 2017/18

- 2.1 The latest forecast of outturn for the Authority, (August, AP5), indicates an overspend of £6.2m, a reduction of £1.6m below the July forecast. A breakdown is shown in the table below.

Directorate	Net Budget	Forecast Outturn	Forecast (Overspend)/ Underspend	Of which	
				Forward Together	Base budget
	£k	£k	£k	£k	£k
Adult & Community Services	132,985	134,679	(1,694)	(651)	(1,043)
Children's Services	58,053	64,445	(6,393)	(300)	(6,093)
Environment & Economy	34,364	34,725	(361)	(489)	128
Partnerships	19,002	18,273	729	0	729
Chief Executive's Dept	10,736	10,664	72	0	72
Total Service Budgets	255,139	262,786	(7,647)	(1,440)	(6,207)
Central/Corporate Budgets	(254,032)	(255,432)	1,400	0	1,400
Whole Authority	1,107	7,354	(6,247)	(1,440)	(4,807)

- 2.2 August's is the sixth forecasting exercise of the year. A brief history of this year's forecasting exercises is set out in the table, below. It is pleasing to see that action being taken is bringing the budget back towards balance.

	AP0	April	May	June	July	August
	£k	£k	£k	£k	£k	£k
Children's Services	(4,000)	(5,750)	(7,080)	(7,356)	(7,850)	(6,393)
Adult & Community	(2,100)	(2,100)	(2,500)	(2,187)	(1,722)	(1,694)
Environment & Economy	(1,570)	(720)	(486)	(261)	(221)	(361)
Dorset Waste partnership	23	170	165	435	616	729
Public Health	0	0	0	0	0	0
Chief Executive's	0	0	0	(58)	(40)	72
Other/corporate	0	0	400	247	1,400	1,400
	(7,647)	(8,400)	(9,501)	(9,179)	(7,817)	(6,247)

- 2.3 However, the principal cost pressures continue to be in relation to looked-after children, SEN transport and user-driven adult social care costs. Further information can be also found in the CPMI area of Sharepoint which is updated with refreshed

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forecast information in the first week of every month, following the conclusion of the forecasting process.

- 2.4 The following paragraphs set out the main reasons for variances from budget being predicted along with action being taken in Directorates to manage the financial performance.

Children's Services

Children in Care

- 2.5 The stated plan for Children's Services is to reduce the number of children in care to around 400 by the end of 2017. When the budget plans were proposed the number of children in care had stabilised at 500, and was expected to steadily decrease, due to slowed growth in terms of children entering care and favourable demographics. As at the end of August there were 447 children in care including children with a disability.
- 2.6 Greater analysis of the make-up of children in care is showing that lower cost placements have been replaced by higher cost placements with Independent Sector Fostering Agencies and Independent Sector Residential Care Providers. At the end of August there were 149 children in these placements (against a budgeted level of 53) and it is estimated that the cost of this cohort of children will overspend the budget by £7.0M in 2017/18. These placements are under review and alternative (lower cost) placement options or price reductions are being sort. Work on the fostering strategy commenced in May with the aim of recruiting, retaining and training foster carers to increase capacity of the in-house service and reduce the need to purchase high cost placements from the Independent Sector. The positive impact of this will not start to show until the end of 2017/18.

Agency Social Work

- 2.7 The use of agency staff continues to put pressure on the Care & Protection budget with an overspend of £677k currently forecast. During August there were 31 agency workers employed, 18 covering vacancies, 9 covering maternity/sickness and 4 dealing with demand pressures within the 0-12 and fostering teams. Recruitment of new social workers is on-going.

SEN Transport

- 2.8 SEN Transport is forecast to overspend by £1.0m. A major retender took place in the summer and it is hoped that this will result in significant savings. However, with demand still growing the challenge will be to maintain spending at current levels whilst transporting more children. A review of passenger assistants, could result in further savings, but it is too early to say whether these savings will be delivered. The Extended Rights to Free Travel budget has been realigned to this area, contributing an additional £0.22m. Work is currently being undertaken around EHCP growth, and the impact that this has on various budgets, including SEN Transport.

Allocation of one-off funding

- 2.9 The medium term financial plan (MTFP) had already recognized that the Children in care budget would require one off funding of £1.0m in 2017/18 to manage the transition down to 400 children in care.
- 2.10 A further £1.4m of one-off funding has been identified and allocated against the Children's Services budget area to mitigate the continuing overspend. This brings the Children's Services overspend down to £6.4m as at the end of August.

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Dedicated Schools Grant

- 2.11 There are huge pressures on the DSG budget which is currently projecting a £3.4m overspend. The HNB overspend by £5.8m overspend in 2016-17, with specific pressure points being:
- Number of children with an EHCP/statement continuing to grow (April 2016 = 1,594 April 2017 = 1,846; July 2017 = 1,913).
 - Change in legislation and guidance in Children and Families Act 2014.
 - Revised needs category of social, emotional and mental health.
 - All post-16s in FE colleges now require EHCPs to be funded for the first time via HNB.
 - New pressure through to 25.
- 2.12 These pressures are contributing to overspends against certain budget areas, including specialist, post-16 institutes, LAC educational placement contributions, special and mainstream school top ups.
- 2.13 New funding mechanisms are currently being calculated to balance various budgets within the HNB and placement reviews are also in progress. However, it is very difficult to move children once a placement has been arranged. New process arrangements should control the number of independent, non-maintained school placements. Plans will need to be developed, with schools, to find new ways of operating within available funding in addition to clawing back the deficit incurred.

Adult & Community Services

- 2.14 £1.7m forecast overspend. There are £5.6m of savings attributable to the Adult Care Service User budgets. £4.2m relates to reviews of packages of care, the letting of the Dorset Care contract and improving brokerage function, £1m additional income and £400k relating to improved use of technology.
- 2.15 There is still some slippage in the programme of reviews due to logistics and complexity of the cases being reviewed. There is also further risk around the Care contract, that does not come into force until December 2017 and how much impact that can have on the cost of care in such a short space of time. There is also a delay in achieving the income target of £1m. It is for these reasons that it is felt prudent to assume a high level of risk associated to these savings.

Environment & Economy

- 2.16 The Directorate as a whole is forecasting an overspend of £361k. This is due mainly to risks still remaining around a number of proposed Forward Together savings, offset to some degree by forecast underspends on business as usual in some service areas. Comments about specific services within the Directorate are shown below.
- 2.17 The Economy, Planning and Transport Service is forecasting a £59k underspend reflecting savings coming to fruition now as part of a two year savings plan.
- 2.18 The Dorset Travel forecast overspend of £233k now allows for the provision of the Bridport to Yeovil interurban route. This will continue but requires a de minimis payment in year one of £40k while the new operator develops the 'One School One Operator' approach in the West of Dorset. Other savings identified will be realised in the second half of the financial year when new contracts have been awarded and the fleet review with Adults and Children's is developed. Although the recent Dorset Travel tender process has had a successful outcome in securing planned savings, there is still a risk (£150k) around Dynamic purchasing related travel savings.
- 2.19 The Business Support Unit is currently showing a £79k overspend. This is due to a Forward Together Savings Target of £100k and additional savings required less

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- savings made from the Business Improvement Team. A restructure is proposed to reduce these costs and the forecast overspend is a part-year effect.
- 2.20 The Coast & Countryside Service started the financial year needing to make savings of £194k to achieve a balanced position. A further £36k was added in-year as a share of the Director's office savings, making a total savings to be identified target of £230k. A planned mini-restructure of Greenspace Management services to move the grounds maintenance function into the successful practical landscape service, and to better balance income and expenditure, was completed on 1st July. In addition, significant savings in the rural verge management contract have been secured through re-procurement. The Service is now reporting a forecast overspend of £85k. It is anticipated that the savings target will continue to fall as the service becomes increasingly confident of income generation predictions and in-year contingencies unlikely to be spent but it is too early to forecast these yet. In addition, unpredictable weather in the autumn and winter can lead to unforeseen expenditure.
- 2.21 The Estates and Assets budget, which includes County Buildings, is carrying a structural deficit in County Buildings of £85k. This is anticipated to be offset by vacant posts currently being held within the team and strong income generation forecasts meaning that the overall budget is forecasting a small overspend. The 'Way We Work' property savings target is forecasting an under recovery of savings of £164k. This is principally due to the inability to dispose of Monkton Park due to the Cabinet's resolution on 7th June to retain the property and Children's Services desire to retain the Horizons building in Weymouth as a contact centre. There has been some slippage in the disposals programme too, albeit these sales are still progressing. Therefore the overall forecast overspend is £199k.
- 2.22 Building & Construction are now forecasting a £3k underspend. This has been achieved by reviewing all budgets and making savings where possible, reassessing income forecasts, revising workload capacity, reconsidering vacancy management and the need for agency staff. This will need to be an ongoing process due to the volatility of the capital programme which will have an impact on future forecasts.
- 2.23 The forecast underspend for Network Management is now £111k. However there is still a concern in relation to the Parking Service, which currently has projected income relating to the rollout of 'Pay and Display' across Dorset towns and levels of income are very weather-dependent. There is nonetheless a good degree of confidence that the forecast will be realised. The visitor parking income has proven to be slightly over the anticipated figure which is encouraging.
- 2.24 Network Development are forecasting a small underspend of £9k. The confidence in this forecast will increase through the remainder of the year as more data becomes available.
- 2.25 Network Operations are currently forecasting to be on budget at the end of 2017/18.
- 2.26 Fleet Services are forecasting an underspend of £5k which is due to an increase in fee income from external clients.
- 2.27 Emergency Planning (forecast £6k underspent) are operating with a member of staff short for the early part of this year. The income forecast currently predicts a reduction in income recovery from an external source in this financial year. It will not be until later in the year that a clear picture will emerge regarding this funding source.
- 2.28 The Director's Office is forecasting a £7k overspend which is due to additional training costs for the service. However the budget is expected to balance by the end of the year.
- 2.29 The ICT service has largely addressed a £977k budget deficit in 2017/18, including £445k of planned savings. Mitigations have included some one-off elements

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because of delays in delivery of savings such as reductions in network costs. The projected underspend has been reduced as a result of these delays and a decision to increase capacity in Dorset Direct to improve call wait times. The service is heavily reliant on capital cost recovery for project work and the outturn projection assumes this to be on target. Monitoring indicates a projected shortfall of £287k, itself reduced through management of vacancies. Work is underway to refine the income projection and identify further mitigations. This pressure is such that it is unlikely that the projected underspend of £49k will be realised.

Partnerships

- 2.30 Dorset Waste Partnership is forecasting an underspend of £1,134k, DCC's share (64.32%) of this being £729k. The main variances are i) Inflation in excess of budget (£189k) is likely to have an adverse impact on Waste Disposal Contracts; ii) Favourable waste disposal tonnages, including the beneficial effects of additional tonnages to NES, result in an overall saving (£624k); iii) Recyclate costs – an updated calculation based on average prices over a period of time has again shown a favourable forecast of expenditure per tonne, whereas the budget was set at a higher figure. This results in a potential saving of £611k including glass and non-DMR materials. However, this is linked to the commodities market and therefore carries a high degree of risk and cannot be called a 'certain' saving at this stage; iv) Additional temporary resources, varying from budget by £22k, are required to support enforcement cases including fly tipping and abandoned vehicles; v) Commercial waste income is buoyant; vi) There are some initial concerns, based on limited data, that container income may not achieve the budgeted amount, giving an adverse variance of £65k and vii) vacancies in the transport section are likely to result in an underspend of £50k.
- 2.31 Public Health – The Public Health grant was reduced by 2.5% for 2017/18 and currently stands at £34.288m across Dorset. The service is predicted to spend to budget in 2017/18.

Chief Executive's

- 2.32 There are minor variances across a number of services which total a forecast underspend of £72k for the department. The most significant underspends being Partnerships (£23k), Financial Services (£22k) and Cabinet budgets (£45k) offset, to a slight degree, by very minor forecast overspends on a number of services.

Central/Corporate budgets

- 2.33 Central budgets continue to show an underspend due to net savings on capital financing costs and anticipation of capitalisation of some of our restructuring costs in line with Govt capitalisation flexibilities for 2016 to 2019.

3 Forward Together

- 3.1 The FT programme continues to be monitored by the FT Board and the financial implications of the programme are also reported through CPMI. CPMI includes overspends (and underspends) against the agreed base budget as well as the impact of Forward Together shortfalls and this is analysed in the graphs, below, and in the CPMI summary at Appendix 1.
- 3.2 Of the current overspend being forecast, £1.4m of this is due to shortfall against Forward Together savings while the remainder is attributable to other, core budget pressures which Directors are currently formulating plans to deal with. The total savings target from the Forward Together programme for 2017/18 is £18.3m. The charts in Appendix 2 set out the latest forecasts around these savings.

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- 3.3 Delivering the Forward Together savings is critical to the financial performance for the year and to our future viability. The 2016/17 overspend left the balance on the general fund at £12.3m – above the lower end of our operating range (£10m) but without capacity to absorb an overspend of the magnitude currently being forecast.
- 3.4 As well as additional plans for savings, it is becoming clear, even at this early stage of the year, that the Children’s Services Directorate will simply not be able to meet the budget or savings targets this year. An additional £1.4m has been released from one-off funds this month to support this situation while work is in hand to focus on other savings measures and longer-term plans to bring the budget into balance.

4 Actions to dealing with the overspend

- 4.1 Since the July report to Committee, significant efforts have gone into turnaround strategies and other plans to reduce in-year spend and tackle base budget issues. However, it is also becoming clear that during the current MTFP/budget round, additional funding will need to go into Children’s Services. This is likely to be a further base budget increase plus some additional, temporary funding. We are currently working through projections for key overspend areas to build a clearer understanding of the extra funds needed in the Directorate.
- 4.2 As well as these specific measures, officers reviewing other financial policies, principles and procedures. Whilst the organisation has collectively retained much of the tighter discipline it adopted in 2016/17 around areas such as vacancy management, it might be necessary to go further with some of these measures as the year progresses.

5 Debt information

- 5.1 After the July 2017 meeting, Members asked to be kept informed, more frequently but in less detail, about debt management performance. The most recent performance information is therefore set out in the paragraphs and tables, below.
- 5.2 The overall debt position as at 31st August was £6.8m, which represents a reduction of £0.5m from 30th June. The following table shows the comparable debt profile by age.

Financial year	Less than 30 Days	30 - 60 Days	60 - 90 Days	90 Days - 1 Year	Over 1 Year	Total
2016-17	9,565	604	475	1,423	1,595	13,662
	71%	4%	3%	10%	12%	
2017-18 (as at 30/06)	2,185	741	1,036	1,765	1,623	7,350
	30%	10%	14%	24%	22%	
2017-18 (as at 31/08)	2,402	701	442	1,961	1,336	6,842
	35%	10%	6%	29%	20%	

- 5.3 The following table shows the debt position by directorate. A detailed version is generated monthly which is published on Sharepoint and included within the CPMI process. Group Finance Managers and their teams are routinely supporting Budget Holders to manage debt and to encourage and support prepayment whenever possible.

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Directorate	< 30 Days	30–60 Days	60–90 Days	90 Days – 1 Year	> 1 Year	Total
Adult & Community Services	1,674	334	127	1,182	1,104	4,421
Children’s Services	165	52	28	587	79	911
Economy & Environment	219	126	158	117	32	652
Chief Executives	70	64	41	23	2	200
Partnerships	50	40	4	5	44	143
Other	225	85	83	47	75	515
Total	2,402	701	442	1,961	1,336	6,842

- 5.4 The bad debt provision will be reviewed at the end of September, in line with our new policy and service budgets will be charged accordingly. The current balance on the provision is £1.3m, based on transition to 100% provision for all debts over six months old. Using August data, the provision would be £2.0m on the full 100% over six months basis.
- 5.5 As at the end of August, £44k had been written off, of which £32k had been fully provided for. Of the £12k where a provision did not exist, the majority were recent transactions (not in scope at the time of running the provision process) and it has been deemed uneconomical to pursue via Money Claims online, as per policy.

Directorate	2016/17 Write Off	2017/18 Write Off
Adult & Community Services	310	27
Children’s Services	50	9
DWP	26	4
Environment and the Economy	28	1
Chief Executive’s Department	57	3
Total	471	44

- 5.6 Monthly, formal reviews of debt continue and we have resource dedicated to debt with the ambition of full recovery, however this is not always possible.

6 Summary

- 6.1 There continue to be significant challenges in the current year as well as the years ahead. It is rewarding to see that some of the early measures that have been taken are starting to impact upon the current year’s forecast. That gives us a degree of comfort over the platform on which we are currently developing the budget strategy for 2018/19 and beyond.
- 6.2 A greater level of assurance in these areas will mean we can focus our efforts more specifically on the sustained challenges in Children’s Services. A significant amount of work is currently in progress to model and forecast demand and action plans over the MTFP period so we can ensure the base budget is refined to fund what must be delivered and that and transitional costs can also be resourced without compromising other corporate plan priorities.

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Richard Bates

Chief Financial Officer

September 2017

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Appendix 1 – CPMI August 2017/18

Cost Centre Management Budget Monitoring Summary	Responsible Officer	Year	August					
		2017-18	June	July	August	Forward Together	Other	
		'Above Line' Net Budget Only £000's	Forecast £000's	Projected Under/(Over) Spend £000's	Projected Under/(Over) Spend £000's	Projected Under/(Over) Spend £000's	Projected Under/(Over) Spend £000's	Projected Under/(Over) Spend £000's
Children's Services Directorate								
Childrens Service Budget								
Care & Protection	Vanessa Glenn	33,145	40,973	(7,052)	(7,635)	(7,829)	0	(7,829)
Design & Development	Patrick Myers	10,487	10,291	27	192	196	0	196
Director's Services	Sara Tough	1,347	1,488	(150)	(130)	(140)	(150)	10
Prevention & Partnerships (DCC)	Jay Mercer	13,074	14,093	(1,181)	(1,277)	(1,019)	(150)	(869)
Application of Contingency/Control Node	Richard Bates	0	(2,399)	1,000	1,000	2,399	0	2,399
Total Children's Services Budgets (DCC)		58,053	64,445	(7,356)	(7,850)	(6,393)	(300)	(6,093)
Prevention & Partnerships (DSG)	Jay Mercer	44,866	48,234	(2,662)	(2,944)	(3,368)	0	(3,368)
P&P DSG Funding	Jay Mercer	(44,867)	(44,867)	0	113	0	0	0
Directors Services (DSG)	Sara Tough	400	398	(10)	(10)	2	0	2
Directors Services DSG Services	Sara Tough	(400)	(400)	0	0	0	0	0
DSG Services	Jay Mercer	(1,106)	(1,080)	0	(26)	(26)	0	(26)
Total Children's Services Budgets (DSG)		(1,107)	2,284	(2,672)	(2,867)	(3,392)	0	(3,392)
DSG Adjustment		0	0	0	0	0	0	0
Children's Services (DCC + DSG) Total		56,945	66,730	(10,028)	(10,717)	(9,784)	(300)	(9,484)
Adult & Community Services Directorate								
Adult Care Service User Related	Harry Capron	68,915	71,003	(2,390)	(1,480)	(2,088)	(651)	(1,437)
Adult Care	Harry Capron	14,749	14,507	(373)	(197)	242	0	242
Commissioning and Safeguarding	Diana Balsom/Sally Wernick	32,809	32,725	87	79	84	0	84
Early Help & Communities	Paul Leivers	9,045	9,107	(383)	(92)	(62)	0	(62)
Director's Office	Helen Coombes	7,467	7,338	873	(31)	129	0	129
Adult & Community Services total		132,985	134,679	(2,187)	(1,722)	(1,694)	(651)	(1,043)
Environment and the Economy Directorate								
Economy, Planning & Transport	Maxine Bodell	2,241	2,182	58	64	59	0	59
Dorset Travel	Chris Hook	14,282	14,514	0	(40)	(233)	(190)	(43)
Business support Unit	Jan Hill	284	362	(132)	(130)	(79)	(61)	(18)
Coast & Countryside	Phil Sterling	2,745	2,830	(110)	(86)	(85)	(36)	(49)
Estates & Assets	Peter Scarlett	(1,470)	(1,271)	(189)	(147)	(199)	(164)	(34)
Buildings & Construction	David Roe	138	135	(226)	(211)	3	0	3
Pooled R&M	David Roe	137	137	0	0	0	0	0
Network Management	Simon Gledhill	1,161	1,050	177	171	111	0	111
Network Development	Tim Norman	1,040	1,031	39	34	9	0	9
Network Operations	Martin Hill	3,966	3,966	(11)	(4)	(0)	0	(0)
Fleet Services	Sean Adams	(143)	(147)	(5)	(6)	5	0	5
Emergency Planning	Simon Parker	214	208	6	6	6	0	6
Director's Office	Mike Harries	828	835	59	60	(7)	0	(7)
Streetlighting PFI	Tim Norman	3,862	3,862	0	0	0	0	0
ICT	Richard Pascoe	5,080	5,031	72	66	49	(38)	86
Environment and the Economy Directorate Total		34,364	34,725	(261)	(221)	(361)	(489)	128

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Cost Centre Management Budget Monitoring Summary	Responsible Officer	Year	August						
		2017-18	June	July	August	Forward Together	Other		
		'Above Line' Net Budget Only £000's	Forecast £000's	Projected Under/(Over) Spend £000's	Projected Under/(Over) Spend £000's	Projected Under/(Over) Spend £000's	Projected Under/(Over) Spend £000's	Projected Under/(Over) Spend £000's	
Chief Executives									
Chief Executives Office	Debbie Ward	275	280	(4)	(4)	(5)	0	(5)	
Partnerships	Karen Andrews	189	166	(0)	17	23	0	23	
Communications	Karen Andrews	223	223	0	(3)	0	0	0	
Policy and Research	Karen Andrews	440	440	(13)	2	0	0	0	
Commercial Services	Karen Andrews	388	389	0	(0)	(1)	0	(1)	
Governance and Assurance	Mark Taylor	657	660	(3)	(3)	(3)	0	(3)	
Legal & Democratic Services	Jonathan Mair	2,748	2,758	(3)	(3)	(10)	0	(10)	
Financial Services	Richard Bates	1,869	1,848	32	40	22	0	22	
Human Resources	Sheralyn Huntingford	1,209	1,209	0	0	0	0	0	
Cabinet	Richard Bates	2,736	2,691	(66)	(86)	45	0	45	
Chief Executives Total		10,736	10,664	(58)	(40)	72	0	72	
Partnerships									
Dorset Waste Partnership	Karyn Punchard	19,702	18,973	435	616	729	0	729	
Public Health	David Phillips	(700)	(700)	0	0	0	0	0	
Partnerships Total		19,002	18,273	435	616	729	0	729	
Central Finance									
General Funding	Richard Bates	(19,406)	(19,406)	0	0	0	0	0	
Capital Financing	Richard Bates	24,630	24,230	250	400	400	0	400	
R&M	Richard Bates	1,287	1,287	0	0	0	0	0	
Contingency	Richard Bates	2,912	1,912	(3)	1,000	1,000	0	1,000	
Precepts/Levy	Richard Bates	677	677	0	0	0	0	0	
Central Finance	Richard Bates	(264,132)	(264,132)	0	0	0	0	0	
Control Node	Richard Bates	0	0	0	0	0	0	0	
Central Finance Total		(254,032)	(255,432)	247	1,400	1,400	0	1,400	
Total Above Line Budgets		0	9,639	(11,851)	(10,684)	(9,639)	(1,440)	(8,199)	
Excluding DSG Budgets		1,107	7,354	(9,179)	(7,817)	(6,247)	(1,440)	(4,807)	

Appendix 2 – Forward Together Programme savings 2017/18

2017/18		Assessment of Savings achievement			
		Achieved	On course	More Work Needed	Not achievable
Savings measure	£000's	£000's	£000's	£000's	£000's
Adults	7,110	2,868	3,591	651	-
Childrens	4,179	2,990	889	300	-
Env & Economy	4,473	1,156	2,828	325	164
Chief Exec's	1,132	897	235	-	-
Public Health	700	700	-	-	-
Dorset Waste Partnership	700	700	-	-	-
Summary - All Savings 2017/18	18,294	9,311	7,543	1,276	164

