

## BUDGET & SPENDING REPORT - SELECT COMMITTEE MONITORING

<b>Committee name</b>	Corporate Resources and Infrastructure Select Committee
<b>Corporate Director(s) responsible</b>	Steve Muldoon – Corporate Director of Finance Matthew Wallbridge – Chief Operating Officer Daniel Kennedy – Corporate Director of Residents Services
<b>Papers with report</b>	N/A
<b>Ward</b>	All

### RECOMMENDATION

That the Committee:

1. Note the budget monitoring position as at December 2025 (Month 9) for the Council.
2. Note the budget monitoring position as at December 2025 (Month 9) for the services within the remit of the Corporate Resources and Infrastructure Select Committee.

### HEADLINES

3. This monitoring report provides an update on the Month 9 budget monitoring position for the Council and an update on the Month 9 budget monitoring position for the services relevant to the Select Committee. Corporate Directors, supported by their Head of Finance, will attend the meeting to provide further details and clarifications.

#### **2025/26 MONTH 9 BUDGET MONITORING POSITION (COUNCIL)**

4. As at Month 9, the Council is forecasting a net overspend of £35.9m on its core operating activities, a favourable movement of £0.1m from Month 7. This includes overspends of £26.1m across Service Operating Budgets, a £4.2m pressure against the budgeted use of reserves and a £6.5m pressure across centralised and Corporate Budgets including Corporate Funding. These pressures are partially mitigated by £1.0m of interventions, which are expected to benefit the revenue position through measures such as spend control measures, increased grants, and a rebate from the WLWA.
5. This overall position has remained stable overall since the month 6 (September) report, but with underlying favourable and unfavourable movements. Much of the overspend relates to adverse variances on savings delivery, unbudgeted growth and inflation, assumed use of reserves and reduced application of flexible capital receipts against transformation expenditure, offset by the release of £10.5m of contingency.
6. Within centralised and Corporate Budgets, a pressure of £7.1m is forecast from an under-delivery against unallocated savings (See table 1 below). A further pressure of £1.3m is reported against Corporate Funding due to the Children's Prevention Grant that was announced as part of Core Spending Power needing to be spent on new initiatives leading to the grant being transferred to the Children's Social Care service. The forecast then includes two mitigations, firstly the remaining £1.8m general contingency and secondly £1.0m of interventions and

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mitigations as described in paragraph 4 above. The interventions and mitigations forecast has reduced by £1m since period 6 as directorates have found underspends, additional grants or income which have been able to meet this level of mitigation. There are further mitigation opportunities anticipated to arise in the remaining months leading up to year end which will address this residual requirement.

**Table 1 – General Fund Overview**

Service	Approved Budget	Forecast Outturn	Underlying Variance	Forecast Variance Prior Month	Change in Variance
	£'m	£'m	£'m	£'m	£'m
Service Operating Budgets	272.1	298.2	26.1	26.7	(0.6)
Development & Risk Contingency	1.8	0.0	(1.8)	(1.8)	0.0
Unallocated Budget Items: Pay Award Inflation	0.0	0.0	0.0	0.0	0.0
Unallocated Budget Items: Unallocated Savings	(7.1)	0.0	7.1	7.1	0.0
Budgeted Use of Reserves	(4.2)	0.0	4.2	4.2	0.0
<b>Total Net Expenditure</b>	<b>262.6</b>	<b>298.2</b>	<b>35.6</b>	<b>36.7</b>	<b>(0.6)</b>
Corporate Funding	(262.6)	(261.3)	1.3	1.3	0.0
<b>Net Total</b>	<b>0.0</b>	<b>36.9</b>	<b>36.9</b>	<b>38.0</b>	<b>(0.6)</b>
Interventions	0.0	(1.0)	(1.0)	(2.0)	1.0
<b>Total</b>	<b>0.0</b>	<b>35.9</b>	<b>35.9</b>	<b>36.0</b>	<b>0.4</b>
<b>Opening General Reserve</b>			<b>1.5</b>	<b>1.5</b>	0.0
Less: Underlying Variance			(35.9)	(36.0)	(0.1)
<b>Closing General Reserve</b>			<b>(34.4)</b>	<b>(34.5)</b>	<b>(0.1)</b>
<b>Opening Controllable Earmarked Reserves</b>			<b>3.7</b>	<b>5.2</b>	<b>1.5</b>
Less: Use of Earmarked Reserves			(2.0)	(2.0)	0.0
<b>Closing Controllable Earmarked Reserves</b>			<b>1.7</b>	<b>3.2</b>	<b>1.5</b>

### **SAVINGS (COUNCIL)**

- The savings requirement identified for 2025/26 was for £34.0m in new or increased savings as set out in the Council's budget strategy. This position has been supplemented by a further £4.8m of savings carried forward from 2024/25 as set out in the outturn report presented to July Cabinet, resulting in an overall programme of £38.8m savings being targeted and monitored in year. The savings at a whole council level are summarised by directorate and by deliverability RAG rating in the table below:

**Table 2 – Savings Tracker**

Corporate Director	Blue Banked £'m	Green Delivery in progress £'m	Amber I Early stages of delivery £'m	Amber II Potential problems in delivery £'m	Red Serious problems in delivery £'m	Write Out £'000	Total £'m
Finance	(0.8)	0.0	0.0	0.0	(0.2)	(0.1)	(1.1)
Adult Services & Health	(3.2)	(0.7)	(0.6)	(0.1)	(2.0)	(1.7)	(8.3)
Children & Young People's Services	(3.0)	(1.2)	0.0	(0.3)	0.0	0.0	(4.5)
Place	(2.6)	(1.5)	0.0	(0.6)	(0.9)	(1.1)	(6.7)
Homes & Communities	(1.6)	(1.1)	(2.9)	0.0	(1.1)	(0.3)	(7.0)
Corporate Services	(2.8)	(0.3)	0.0	0.0	(0.4)	(0.1)	(3.6)
Chief Executive Office	(0.1)	(0.1)	(0.3)	0.0	0.0	0.0	(0.5)
Cross-Cutting	0.0	0.0	0.0	0.0	0.0	(7.1)	(7.1)
<b>Total 2025/26 Savings Programme</b>	<b>(14.1)</b>	<b>(4.9)</b>	<b>(3.8)</b>	<b>(1.0)</b>	<b>(4.6)</b>	<b>(10.4)</b>	<b>(38.8)</b>
	36%	13%	10%	3%	12%	27%	100%
<b>Prior Month</b>	<b>(14.1)</b>	<b>(4.9)</b>	<b>(3.8)</b>	<b>(1.0)</b>	<b>(4.6)</b>	<b>(10.4)</b>	<b>(38.8)</b>
	36%	13%	10%	3%	12%	27%	100%
<b>Change</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	
	0%	0%	0%	0%	0%	0%	

8. As of Month 9, £19.0m (48%) of the savings and interventions are being recorded as banked or on track for delivery. A further £4.8m (13%), being tracked above as amber, are in delivery but may not deliver in full this financial year. Of this, £0.5m is currently anticipated to slip but deliver in 2026/27. There are £4.6m (12%) of savings reported as red and having challenges in delivery, with mitigations being sought in-year where feasible. Of these, £4.2m are forecast to slip into 2026/27 but are ultimately expected to be delivered. Thus, a total of £4.7m in savings is forecast to slip into 2026/27 and forms part of the overall forecast overspend. A further £10.4m of savings are considered to be undeliverable and will be written out of the Council's budget from 2026/27. Of these, £2.3m relate to the brought forward balance from the prior year while £8.1m of savings budgeted for delivery in 2025/26 can no longer be delivered. Where savings are at risk of not being delivered in full during 2025/26, the associated pressures have been factored into the monitoring position with compensating actions being implemented where possible to offset the impact.

9. Where savings are at risk of not being delivered in full during 2025/26, the associated pressures have been factored into the monitoring position with compensating actions being implemented where possible to offset the impact.

**RISKS AND MITIGATIONS**

10. As part of the Month 9 review, the Council has continued its analysis of exposure to risks and opportunities. The updated risks total is £5.7m against identified opportunities of £2.6m. The level of risk continues to reduce (M7 was £6.9m) as demand risks fall away, or are embedded into the forecast, as year-end approaches. Risks not able to be quantified include the cost of redundancies that may arise from any savings implementation (redundancies would precede any savings generated) although this risk for 2025/26 is diminishing also.

11. Opportunities of £2.6m within Residents Services include Waste funding.

12. Additional details regarding the Council's general fund revenue position are available in the most recent Month 9 budget monitoring report: [Final Cabinet Report M9](#)

**2025/26 MONTH 9 BUDGET MONITORING POSITION (SELECT COMMITTEE PORTFOLIO)**

13. Table 3 summarises the Committee's Month 9 budget monitoring position by directorate,

showing a projected overspend of £5.5m for the services within the remit of this Committee. The key reasons for this overspend position are set out in the following paragraphs by directorate. Since Month 7, there has been a £0.8m favourable movement across the directorates. Finance has reported no change to its net overspend, Corporate Services shows a £0.3m improvement due to lower technology costs and reductions in planned staffing and discretionary expenditure, and the Chief Executive's Office reports a £0.1m improvement following confirmation of additional legal income from a complex criminal case. Finally, Place has reported a favourable movement of £0.4m due to lower forecast NNDR costs within Corporate Estates.

14. **Finance** – is forecasting a £5.3m overspend position as at Month 9 against a budget of £34.1m. Since Month 7, the £5.3m net overspend position remains unchanged.
15. The £5.3m overspend position includes a £1.7m overspend against the Council's Treasury budget. The Council's in-year revenue overspend and the cumulative DSG deficit have reduced the Council's usable cash balances. This has forced increased reliance on borrowing to manage liquidity and capital programme requirements, resulting in additional financing costs in the current financial year. The Council's treasury budget is therefore overspent relative to plan primarily due to the timing and scale of these cashflow pressures.
16. Of the £5.3m forecast overspend within Finance, £2.5m relates to staffing costs. This staffing overspend is predominantly attributable to the use of agency staff to cover vacant posts within the approved establishment, together with additional short-term agency capacity deployed above establishment for defined pieces of work. Agency resource has been deployed in Schools Finance to support DSG deficit recovery activity, in Housing Finance to provide additional budget monitoring capacity during 2025/26, and in the Statutory Accounts team to support delivery of the accounts, support the audit process and meet statutory reporting requirements. Agency staffing attracts materially higher costs than substantive posts, resulting in expenditure exceeding the approved staffing budget. The Council has recognised resourcing requirements in certain key areas, and these have been addressed as part of the Medium-Term Financial Strategy (MTFS) planning for 2026/27 (MTFS Proposal 2026/27 108). Reducing reliance on agency staff remains a key management focus and is being progressed through targeted permanent recruitment and strengthened workforce planning, with the intention of mitigating this pressure over time whilst ensuring service delivery and statutory responsibilities continue to be met.
17. A further £1.8m of the £5.3m forecast overspend in Finance is attributable to a change in assumptions regarding the use of capital receipts, following a Council-wide review of all expenditure funded by capital receipts during the year, resulting in a reduced application of capital receipts and a corresponding increase in net revenue expenditure.
18. There is also a £0.4m overspend against the Council's corporate insurance budget predominately due to the settlement of historical insurance claims in the current year. In addition, part of the overspend reflects an underlying shortfall in the base budget to cover insurance premium costs. This issue has been addressed through the MTFS, with additional provision built into the budget from 2026/27 (MTFS Proposal 2026/27 226).
19. The main offsetting factor against these overspends is a £1.0m underspend within Corporate Budgets, reflecting the 2025/26 final concessionary fares levy charge being £1.0m lower than the budget model provided by London Councils. The residual balance reflects a number of

smaller compensating variances across the directorate.

20. **Corporate Services** – is reporting a £0.1m forecast overspend at Month 9 against a budget of £21.2m. Since Month 7, the £0.4m overspend reported has been reduced by £0.3m, mainly due to lower technology contract costs for specific technology contracts, which have been aligned with anticipated usage based on the latest data, and further reductions to staffing and discretionary spending in Procurement.
21. The £0.1m forecast overspend for Corporate Services includes a £0.4m shortfall in planned savings within the Resident Hub and Human Resources, where non-delivery of these savings is creating an overspend, as shown in Table 5 and explained further in paragraphs 32-33. Offsetting this, underspends across other services within the directorate, largely due to vacant posts and reductions in discretionary expenditure wherever possible, total £0.3m, bringing the overall forecast overspend down to £0.1m.
22. **Chief Executive's Office** – is reporting a 0.1m forecast underspend at Month 9 against a budget of £6.4m. This represents a £0.1m improvement from the breakeven position reported in Month 7, predominately due to additional legal income relating to a complex criminal case that has now been reflected in the forecast following confirmation from the Court.
23. Each service within the Chief Executive's directorate is contributing to the £0.1m forecast underspend reported at Month 9. Legal Services income continues to be under constant review but is currently forecast to meet the increased income target set at the start of the year relating to fees and charges. Democratic Services is on track against income targets set for ceremonies, while Communications is reporting an underspend largely due to a vacant post being held.
24. **Place** – is reporting a £0.2m overspend against the specific services that fall within the remit of this committee. The overspend reflects the £0.7m of in-year undelivered savings currently reported as Red in Table 5 and as detailed in the savings section of this report. The future deliverability of these savings is being reviewed in line with the current MTFS process. This overspend is offset by reduced expenditure on repairs required to Corporate Properties. Since Month 7, there has been a favourable movement of £0.3m due to lower forecast NNDR costs within Corporate Estates.
25. Table 4 provides a detailed breakdown of the budget monitoring position by service area and shows forecast changes for Earmarked Reserves, Provisions and Transformation Capitalisation.

### **SAVINGS (SELECT COMMITTEE PORTFOLIO)**

26. The savings requirement for 2025/26 relating to the services overseen by this Committee is £7.0m, as outlined in the Council's budget strategy and detailed in Table 5 of this report, which provides a breakdown of the savings position by directorate. Table 5 additionally presents the savings slippage incorporated into the forecast position.
27. Of the savings identified within the **Corporate Resources and Infrastructure** select committee, £5.5m (78%) are classified as banked or on track and £0.6m (9%) are reported as red and having challenges in delivery, with mitigations being sought in-year where feasible. A further £0.9m (13%) of savings are considered to be undeliverable and will be written out of the Council's budget from 2026/27.
28. **Finance** is on target to achieve £0.9m (70%) of its planned savings. £0.2m (19%) of the savings

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are facing significant delivery challenges and have been categorised as red and an additional £0.1m (11%) of savings are considered undeliverable and will require removal from the Council's budget from 2026/27. Further explanation of the £0.2m savings not being achieved this year is set out in paragraphs 29-30 below.

29. **Future of Financial Systems** - £0.1m of this saving is planned to be delivered in future years but is dependent on a review of council system licences with the remainder of this saving considered undeliverable and proposed to be written out of the Council's budget from 2026/27.
30. **Increase MVF by 1%** - a total of £0.1m was added to Managed Vacancy Factor (MVF) budgets across services within the finance directorate this year. The MVF budgets assumes a proportion of posts will remain vacant during the year to generate an underspend; however, where these posts are filled or covered by agency staff, the underspends are not realised, meaning the MVF targets cannot be achieved. As explained in paragraph 16, due to the high level of agency staff costs in Finance, the staffing budget (inclusive of MVF) is not being achieved.
31. Of the £3.4m savings in **Corporate Services**, 87% (£3.0m) are banked or on track, 10% (£0.3m) face potential delivery issues and 3% (£0.1m) are not achievable and will be written out of the Council's budget from 2026/27. Further explanation on the £0.4m savings not being achieved this year are set out in paragraphs 32-33 below.
32. **Reshaping Customer Experience and Business Support; Phase 2** - The anticipated shortfall of £0.3m in meeting the Resident Hub savings target is attributed to the scheduling of restructuring and technology implementation.
33. **Human Resources Service Review** - There is a shortfall of £0.1m against the Human Resources savings target. This shortfall is due to the volume of work in this financial year and the need to restructure to the team. As a result, part of the savings originally planned for this year will no longer be deliverable in 2025/26.
34. Within the **Chief Executive's Office** directorate, 36% (£0.2m) of savings are banked or on track for delivery and 64% (£0.3m) are currently marked as amber, indicating a moderate risk of non-delivery this year. Further detail on the £0.3m amber saving is explained in paragraph 35 below.
35. **Legal Fees and Charges** - The delivery risk for this saving is primarily due to the Legal service's limited ability to influence specific income sources, such as those related to cost recovery and complex criminal cases.
36. Within the **Place** directorate services overseen by this Committee, £1.132m (61%) of the savings and interventions are currently classified as banked or on track for delivery, while £0.729m (39%) are reported as facing potential challenges to successful implementation. The £0.729m is related to shortfalls in income. The pressures come from Council Assets (£0.075m), Commercial Leases (£0.200m) and £0.180m is due to delays in the implementation of new systems to support the management of leases and a review of the use of assets. Options to increase lease income from the Civic Centre are continuing to be explored. No movement from Month 7.

## PERFORMANCE DATA

37. N/A

## RESIDENT BENEFIT

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38. Regular monitoring of financial performance is used to assess whether spending and savings targets are being met, thereby supporting the efficient delivery of services to residents. By closely tracking expenditure and identifying variances, the council can take timely corrective actions to address overspending and mitigate risks. This also enhances public transparency and accountability, providing residents with confidence that their Council is managing finances prudently and prioritising their needs. Overall, regular monitoring supports safeguarding the Council's finances and the delivery of quality services to residents.

## **FINANCIAL IMPLICATIONS**

39. This is primarily a finance report and the implications are set out in the main body of the report above.

## **LEGAL IMPLICATIONS**

40. There are no direct legal implications arising from regular monitoring of the council's finances by select committees.

41. Democratic Services advise that effective overview and scrutiny arrangements require access to the information under the committee's purview and, in accordance with the 2024 Statutory Scrutiny Guidance, such information includes finance and risk information from the Council, and its partners where relevant.

## **BACKGROUND PAPERS**

42. NIL

## **APPENDICES**

1 – Tables 3-5

**Table 3 – 2025/26 Month 9 Budget Monitoring Position by Directorate**

Directorate		Approved Budget	Underlying Forecast	Earmarked Reserves	Provisions	Transformation Capitalisation	Management Action	Forecast Outturn	Forecast Variance Current Month	Forecast Variance Prior Month	Change in Variance
Finance	Staffing	12,579	15,651	(87)	0	(477)	0	15,087	2,510	2,134	376
	Non-Staffing	101,184	102,833	500	0	0	234	103,567	2,382	1,898	484
	Income	(79,663)	(79,302)	0	0	0	75	(79,227)	437	1,314	(877)
	<b>Sub-Total</b>	<b>34,100</b>	<b>39,182</b>	<b>413</b>	<b>0</b>	<b>(477)</b>	<b>309</b>	<b>39,427</b>	<b>5,329</b>	<b>5,346</b>	<b>(17)</b>
Corporate Services	Staffing	12,862	16,080	0	0	(2,677)	0	13,765	835	562	273
	Non-Staffing	9,120	9,930	0	0	(609)	0	8,961	(94)	530	(624)
	Income	(744)	(1,379)	0	0	0	0	(1,379)	(635)	(685)	50
	<b>Sub-Total</b>	<b>21,238</b>	<b>24,631</b>	<b>0</b>	<b>0</b>	<b>(3,286)</b>	<b>0</b>	<b>21,347</b>	<b>106</b>	<b>407</b>	<b>(301)</b>
Chief Executive's Office	Staffing	5,951	6,382	0	0	(203)	0	6,179	228	170	58
	Non-Staffing	2,087	2,016	42	0	0	(42)	2,016	(70)	(43)	(28)
	Income	(1,583)	(1,727)	0	0	0	(120)	(1,847)	(264)	(96)	(168)
	<b>Sub-Total</b>	<b>6,455</b>	<b>6,672</b>	<b>42</b>	<b>0</b>	<b>(203)</b>	<b>(162)</b>	<b>6,349</b>	<b>(106)</b>	<b>31</b>	<b>(138)</b>
Place	Staffing	7,257	7,120	0	0	0	0	7,120	(135)	(40)	(95)
	Non-Staffing	15,657	15,347	0	0	0	(112)	15,234	(423)	99	(522)
	Income	(11,508)	(11,069)	0	0	0	268	(10,801)	706	478	228
	<b>Sub-Total</b>	<b>11,407</b>	<b>11,399</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>156</b>	<b>11,555</b>	<b>148</b>	<b>537</b>	<b>(389)</b>
	<b>Grand Total</b>	<b>73,200</b>	<b>81,884</b>	<b>455</b>	<b>0</b>	<b>(3,966)</b>	<b>303</b>	<b>78,678</b>	<b>5,477</b>	<b>6,321</b>	<b>(845)</b>

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**Table 4 – 2025/26 Month 9 Budget Monitoring Position by Service**

Service Area	Subjective	Approved Budget	Underlying Forecast	Earmarked Reserves	Provisions	Transformation Capitalisation	Management Action	Forecast Outturn	Forecast Variance Current Month	Forecast Variance Prior Month	Change in Variance
		(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
Director Strategic & Operational Finance	Staffing	10,020	12,197	(87)	0	(477)	0	11,633	1,613	1,207	406
	Non-Staffing	66,065	66,453	0	0	0	85	66,538	473	(34)	507
	Income	(66,639)	(66,992)	0	0	0	75	(66,917)	(278)	0	(278)
		<b>9,446</b>	<b>11,658</b>	<b>(87)</b>	<b>0</b>	<b>(477)</b>	<b>160</b>	<b>11,254</b>	<b>1,808</b>	<b>1,212</b>	<b>635</b>
Strategic Finance	Staffing	997	1,337	0	0	0	0	1,337	340	454	(114)
	Non-Staffing	15,183	15,106	500	0	0	149	15,755	572	721	(149)
	Income	(11,701)	(11,760)	0	0	0	0	(11,760)	(58)	(62)	4
		<b>4,478</b>	<b>4,682</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>149</b>	<b>5,332</b>	<b>853</b>	<b>1,110</b>	<b>(259)</b>
Statutory Accounting Investments and Pensions	Staffing	1,093	1,777	0	0	0	0	1,777	685	552	133
	Non-Staffing	19,911	21,265	0	0	0	0	21,265	1,354	1,227	127
	Income	(1,323)	(550)	0	0	0	0	(550)	773	1,376	(603)
		<b>19,680</b>	<b>22,492</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,492</b>	<b>2,812</b>	<b>3,155</b>	<b>(343)</b>
Internal Audit	Staffing	469	340	0	0	0	0	340	(128)	(79)	(49)
	Non-Staffing	25	9	0	0	0	0	9	(17)	(16)	(1)
	Income	0	0	0	0	0	0	0	0	0	0
		<b>494</b>	<b>349</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>349</b>	<b>(145)</b>	<b>(95)</b>	<b>(50)</b>
Finance Total	Staffing	12,579	15,651	(87)	0	(477)	0	15,087	2,510	2,134	376
	Non-Staffing	101,184	102,833	500	0	0	234	103,567	2,382	1,898	484
	Income	(79,663)	(79,302)	0	0	0	75	(79,227)	437	1,314	(877)
		<b>34,100</b>	<b>39,182</b>	<b>413</b>	<b>0</b>	<b>(477)</b>	<b>309</b>	<b>39,427</b>	<b>5,329</b>	<b>5,346</b>	<b>(17)</b>
Director Digital Data & Technology	Staffing	0	0	0	0	0	0	0	(65)	(65)	0
	Non-Staffing	0	65	0	0	(65)	0	65	65	65	0
	Income	0	0	0	0	0	0	0	0	0	0
		<b>0</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>(65)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Business Intelligence	Staffing	1,022	1,328	0	0	(167)	0	1,161	139	134	5
	Non-Staffing	6	(33)	0	0	0	0	(33)	(39)	(34)	(5)
	Income	(67)	(88)	0	0	0	0	(88)	(22)	(22)	0
		<b>962</b>	<b>1,207</b>	<b>0</b>	<b>0</b>	<b>(167)</b>	<b>0</b>	<b>1,040</b>	<b>78</b>	<b>78</b>	<b>0</b>
Counter Fraud	Staffing	1,234	1,318	0	0	0	0	1,318	84	43	41
	Non-Staffing	192	160	0	0	(55)	0	105	(87)	(31)	(56)
	Income	(224)	(303)	0	0	0	0	(303)	(79)	(79)	0
		<b>1,202</b>	<b>1,175</b>	<b>0</b>	<b>0</b>	<b>(55)</b>	<b>0</b>	<b>1,120</b>	<b>(81)</b>	<b>(67)</b>	<b>(15)</b>
Digital	Staffing	236	1,613	0	0	(1,418)	0	196	(40)	(31)	(9)
	Non-Staffing	0	0	0	0	0	0	0	0	0	0
	Income	0	(38)	0	0	0	0	(38)	(38)	(38)	0
		<b>236</b>	<b>1,575</b>	<b>0</b>	<b>0</b>	<b>(1,418)</b>	<b>0</b>	<b>158</b>	<b>(78)</b>	<b>(69)</b>	<b>(9)</b>
Human Resources	Staffing	1,898	2,434	0	0	(187)	0	2,248	349	390	(41)
	Non-Staffing	859	855	0	0	0	0	855	(4)	23	(27)
	Income	(99)	(147)	0	0	0	0	(147)	(47)	(76)	29
		<b>2,658</b>	<b>3,143</b>	<b>0</b>	<b>0</b>	<b>(187)</b>	<b>0</b>	<b>2,957</b>	<b>298</b>	<b>337</b>	<b>(39)</b>
Procurement and Commissioning	Staffing	1,197	1,021	0	0	(360)	0	1,021	(176)	(513)	337
	Non-Staffing	131	385	0	0	0	0	25	(106)	282	(388)
	Income	(102)	(102)	0	0	0	0	(102)	0	0	0
		<b>1,226</b>	<b>1,304</b>	<b>0</b>	<b>0</b>	<b>(360)</b>	<b>0</b>	<b>944</b>	<b>(282)</b>	<b>(231)</b>	<b>(51)</b>
Resident Hub	Staffing	4,520	5,065	0	0	0	0	5,065	545	557	(12)
	Non-Staffing	273	389	0	0	0	0	389	116	115	1
	Income	(202)	(386)	0	0	0	0	(386)	(184)	(205)	21
		<b>4,591</b>	<b>5,068</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,068</b>	<b>477</b>	<b>467</b>	<b>10</b>
Technology	Staffing	2,708	2,709	0	0	0	0	2,709	0	48	(48)
	Non-Staffing	7,659	8,108	0	0	(489)	0	7,619	(40)	109	(149)
	Income	(50)	(315)	0	0	0	0	(315)	(265)	(265)	0
		<b>10,317</b>	<b>10,502</b>	<b>0</b>	<b>0</b>	<b>(489)</b>	<b>0</b>	<b>10,013</b>	<b>(304)</b>	<b>(108)</b>	<b>(197)</b>
Transformation	Staffing	47	592	0	0	(545)	0	47	(1)	(1)	0
	Non-Staffing	0	1	0	0	0	0	1	1	1	0
	Income	0	0	0	0	0	0	0	0	0	0
		<b>47</b>	<b>592</b>	<b>0</b>	<b>0</b>	<b>(545)</b>	<b>0</b>	<b>47</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Services Total	Staffing	12,862	16,080	0	0	(2,677)	0	13,765	835	562	273
	Non-Staffing	9,120	9,930	0	0	(609)	0	8,961	(94)	530	(624)
	Income	(744)	(1,379)	0	0	0	0	(1,379)	(635)	(685)	50
		<b>21,238</b>	<b>24,631</b>	<b>0</b>	<b>0</b>	<b>(3,286)</b>	<b>0</b>	<b>21,347</b>	<b>106</b>	<b>407</b>	<b>(301)</b>
Communications	Staffing	668	644	0	0	0	0	644	(23)	(25)	2
	Non-Staffing	243	221	0	0	0	0	221	(23)	(14)	(9)
	Income	(66)	(66)	0	0	0	0	(66)	0	3	(3)
		<b>845</b>	<b>799</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>799</b>	<b>(46)</b>	<b>(36)</b>	<b>(10)</b>
Democratic Services	Staffing	1,653	1,768	0	0	0	0	1,768	115	114	1
	Non-Staffing	1,750	1,670	42	0	0	(42)	1,670	(81)	(54)	(27)
	Income	(735)	(801)	0	0	0	0	(801)	(67)	0	(67)
		<b>2,668</b>	<b>2,637</b>	<b>42</b>	<b>0</b>	<b>(42)</b>	<b>0</b>	<b>2,637</b>	<b>(32)</b>	<b>60</b>	<b>(93)</b>
Legal Services	Staffing	3,631	3,970	0	0	(203)	0	3,767	136	81	55
	Non-Staffing	93	126	0	0	0	0	126	33	25	8
	Income	(783)	(860)	0	0	0	(120)	(980)	(197)	(99)	(98)
		<b>2,941</b>	<b>3,236</b>	<b>0</b>	<b>0</b>	<b>(203)</b>	<b>(120)</b>	<b>2,913</b>	<b>(28)</b>	<b>7</b>	<b>(35)</b>
Chief Executive's Office Total	Staffing	5,951	6,382	0	0	(203)	0	6,179	228	170	58
	Non-Staffing	2,087	2,016	42	0	0	(42)	2,016	(70)	(43)	(28)
	Income	(1,583)	(1,727)	0	0	0	(120)	(1,847)	(264)	(96)	(168)
		<b>6,455</b>	<b>6,672</b>	<b>42</b>	<b>0</b>	<b>(203)</b>	<b>(162)</b>	<b>6,349</b>	<b>(106)</b>	<b>31</b>	<b>(138)</b>
Property Services	Staffing	2,783	3,251	0	0	0	0	3,251	468	478	(10)
	Non-Staffing	5,342	4,933	0	0	0	(26)	4,907	(435)	(406)	(29)
	Income	(6,061)	(5,360)	0	0	0	0	(5,360)	701	701	0
		<b>2,065</b>	<b>2,825</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(26)</b>	<b>2,799</b>	<b>734</b>	<b>773</b>	<b>(39)</b>
Operational Assets	Staffing	1,756	1,329	0	0	0	0	1,329	(426)	(412)	(14)
	Non-Staffing	6,780	6,831	0	0	0	149	6,980	200	615	(415)
	Income	(1,845)	(1,937)	0	0	0	268	(1,669)	176	(116)	292
		<b>6,691</b>	<b>6,223</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>417</b>	<b>6,641</b>	<b>(50)</b>	<b>87</b>	<b>(137)</b>
Highways	Staffing	2,718	2,540	0	0	0	0	2,540	(177)	(106)	(71)
	Non-Staffing	3,535	3,583	0	0	0	(235)	3,347	(188)	(110)	(78)
	Income	(3,602)	(3,772)	0	0	0	0	(3,772)	(171)	(107)	(64)
		<b>2,651</b>	<b>2,351</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(235)</b>	<b>2,115</b>	<b>(536)</b>	<b>(323)</b>	<b>(213)</b>
Place Total	Staffing	7,257	7,120	0	0	0	0	7,120	(135)	(40)	(95)
	Non-Staffing	15,657	15,347	0	0	0	(112)	15,234	(423)	99	(522)
	Income	(11,508)	(11,069)	0	0	0	268	(10,801)	706	478	228
		<b>11,407</b>	<b>11,399</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>156</b>	<b>11,555</b>	<b>148</b>	<b>537</b>	<b>(389)</b>
<b>Grand Total</b>	<b>73,200</b>	<b>81,884</b>	<b>455</b>	<b>0</b>	<b>(3,966)</b>	<b>303</b>	<b>78,678</b>	<b>5,477</b>	<b>6,321</b>	<b>(845)</b>	

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**Table 5 – 2025/26 Savings Position by Directorate**

Directorate	Description	Total £'000	RAG Rating 2025/26 & B/fwd savings						Total 2025/26 £'000	2025/26 Slippage £'000
			B £'000	G £'000	A1 £'000	A2 £'000	R £'000	W/O £'000		
Finance	Cashflow Measures	(100)	(100)						(100)	
Finance	Future of Financial Systems - Full Year Effect	(234)					(100)	(134)	(234)	234
Finance	Increase MVF by 1%	(139)					(139)		(139)	
Finance	Older People's Discount - Latest Demand	(200)	(200)						(200)	
Finance	Pension Payment Cashflow Measures	(95)	(95)						(95)	
Finance	Revenue & Benefits - Automations & Customer Contact	(334)	(334)						(334)	
Finance	ZBB Vacant Post Deletions	(69)	(69)						(69)	
Finance	Internal Audit Staffing Cost Reduction	(73)	(73)						(73)	
<b>Finance Total</b>		<b>(1,244)</b>	<b>(871)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(239)</b>	<b>(134)</b>	<b>(1,244)</b>	<b>234</b>
Corporate Services	Digital & Intelligence Cost Rebasing Review	(1,000)	(1,000)						(1,000)	
Corporate Services	Digital and Technology Contract Review - phase 1	(43)	(43)						(43)	
Corporate Services	Digital and Technology Contract Review - phase 2	(120)	(60)	(60)					(120)	
Corporate Services	Fees & Charges Inflationary Uplifts	122	122						122	
Corporate Services	Reshaping Customer Experience and Business Support - phase 1	(1,340)	(1,340)						(1,340)	
Corporate Services	Reshaping Customer Experience and Business Support - phase 2	(536)	(207)	(52)			(277)		(536)	277
Corporate Services	Counter Fraud Funding Strategy	(72)	(72)						(72)	
Corporate Services	Counter Fraud: Review of Capability, Capacity and Activity	(107)	(107)						(107)	
Corporate Services	Human Resources Service Review	(143)					(70)	(73)	(143)	143
Corporate Services	Increase MVF by 1%	(217)		(217)					(217)	
<b>Corporate Services Total</b>		<b>(3,456)</b>	<b>(2,707)</b>	<b>(329)</b>	<b>0</b>	<b>0</b>	<b>(347)</b>	<b>(73)</b>	<b>(3,456)</b>	<b>420</b>
Chief Executive's Office	Communications; Outsourcing of the Council's Film Office	(60)	(31)	(29)					(60)	
Chief Executive's Office	Democratic Services; Registration Service Income Maximisation	(30)	(30)						(30)	
Chief Executive's Office	Democratic Services; Remove Hard Copy Agendas for Statutory Meetings	(15)	(15)						(15)	
Chief Executive's Office	Legal Fees and Charges Review	(326)			(326)				(326)	
<b>Chief Executive's Office Total</b>		<b>(431)</b>	<b>(76)</b>	<b>(29)</b>	<b>(326)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(431)</b>	<b>0</b>
Place	Review of Civic Centre Operating Costs	(274)						(274)	(274)	274
Place	Review of VSLP	(50)	(50)						(50)	
Place	Energy Consumption	(928)	(928)						(928)	
Place	Council Assets	(75)						(75)	(75)	75
Place	Garage Voids	(260)		(80)				(180)	(260)	180
Place	Rateable Savings	(65)	(65)						(65)	
Place	Review of Commercial Leases	(200)						(200)	(200)	200
<b>Place Total</b>		<b>(1,852)</b>	<b>(1,043)</b>	<b>(80)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(729)</b>	<b>(1,852)</b>	<b>729</b>
<b>Corporate Resources and Infrastructure Total</b>		<b>(6,984)</b>	<b>(4,697)</b>	<b>(438)</b>	<b>(326)</b>	<b>0</b>	<b>(586)</b>	<b>(936)</b>	<b>(6,983)</b>	<b>1,383</b>

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