

Heading	Description	E&YP	SCH&W	GET	S&CS	FI	U	Total	Total	Red	Amber	Green	Blue	TOTAL	BRAG rating explanation
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Savings and Income															
Transformation Savings															
Adults Phase 2 OP/PD	Continued rollout of Phase 2 transformation including initiatives aimed at promoting better integration with health services and better range of support services for clients leaving hospital	0.0	-3,499.1	0.0	0.0	0.0		-3,499.1		0.0	0.0	-3,499.1	0.0	-3,499.1	Saving will be over-delivered according to May Finance & Performance Monitoring Group.
Adults Phase 2 Learning Disability	Continued rollout of Phase 2 transformation including initiatives aimed at reducing dependence on care services for vulnerable adults	0.0	-1,829.7	0.0	0.0	0.0		-1,829.7	-10,227.8	0.0	0.0	-1,829.7	0.0	-1,829.7	Saving will be over-delivered according to May Finance & Performance Monitoring Group.
Learning Disability	Full year effect of 2015-16 transformation savings plan to review support packages	0.0	-500.0	0.0	0.0	0.0		-500.0		0.0	0.0	-500.0	0.0	-500.0	Full Year Effect of savings achieved in 2015-16
OP/PD commissioned services	Reduction to older people and physical disability commissioned services through encouraging greater client independence	0.0	-4,399.0	0.0	0.0	0.0		-4,399.0		0.0	-2,306.3	-1,337.5	-755.2	-4,399.0	Amalgamation of 11 detailed saving streams in OPPD.
Specialist Children's Services	Reduction in the number and length of time children are in care following improved targeting of preventative services including reduction and improvement in assessment activity	0.0	-3,220.0	0.0	0.0	0.0		-3,220.0	-3,220.0	-1,390.5	-115.5	-1,714.0	0.0	-3,220.0	£1391k Red savings is due to higher than anticipated demand and therefore a greater agency staff requirement. £116k is Amber due to higher proportion of fostering placements being in the independent sector than planned, although this is expected to improve over the coming months based on latest placement data. £1714k Green expected to be delivered as planned. All figures from May Finance & Performance Monitoring Group.
SEN Transport independent travel initiatives	Savings from initiatives aimed at increasing independent travel to school by SEND pupils including developing independent travel training and direct payments to parents	-423.6	0.0	0.0	0.0	0.0		-423.6		0.0	-423.6	0.0	0.0	-423.6	Continuation of existing programme of work, but risks associated with recruitment of additional staff and identification of further suitable pupils who would benefit (the easiest ones have already been trained)
Street lighting	Conversion of streetlight network to more efficient LED technology and implementation of a central monitoring system	0.0	0.0	-1,618.0	0.0	-96.0		-1,714.0		0.0	0.0	-1,714.0	0.0	-1,714.0	Work started mid March, on track for delivery.
Public Transport	Bus operators taking subsidised bus routes into commercial operation, with minor refinements, resulting in a reduction in subsidies paid	0.0	0.0	-315.0	0.0	0.0		-315.0	-3,176.2	0.0	-315.0	0.0	0.0	-315.0	Went out to consultation on proposed routes to be affected by this on 21 March. Saving remains Amber until consultation closes, but is moving in the right direction (i.e. towards Green).
Property LATCo	Dividend from and implementation of Property Local Authority Trading Company model	0.0	0.0	0.0	-673.6	0.0		-673.6		0.0	-341.7	-200.0	-131.9	-673.6	£131.9k Blue - already delivered through reduced core fee paid to LATCo / £200k Green - on track to be delivered £341.7k Amber - Relates to LATCo dividend. 2016-17 is the first year of implementation of the Property LATCo and there are still a large number of vacancies in the structure, which will need to be filled by contractors (more expensive).
Community Safety & Emergency Planning	Full year effect of integrating services with Police and Fire	0.0	0.0	-50.0	0.0	0.0		-50.0		0.0	0.0	-50.0	0.0	-50.0	FYE of savings achieved in 2015-16. On track, structure yet to be finalised and hence not blue.
Income															
Trading	Increased income from traded services with schools, academies, other local authorities and public bodies	-585.6	0.0	0.0	-100.0	0.0		-685.6		0.0	0.0	-535.6	-150.0	-685.6	EYP £585.6k - £150k already achieved in 2015-16 (Blue) and there are plans in place to deliver the rest (£435.6k Green). S&CS £100k - plans in place to deliver BSC increased profitability (Green).
Client Charges	Uplift in social care client contributions in line with benefit uplifts for 2016-17 and charges for other activity led services including young person's travel pass, libraries, and registration	0.0	-1,530.0	-1,062.3	0.0	0.0		-2,592.3		0.0	-100.0	-2,492.3	0.0	-2,592.3	SCHW £1,530k - £175k non-resi client contribs from assessments and £1,355k benefits uplift - all green GET £1,062.3k - £100k Amber (£80k KSS increased income target and £20k of £115k libraries income target, due to slow start of schemes. £962k Green (YPTP £20 inflationary increase, plus additional income from: libraries, country parks, registration, planning applications, and dev cons).
Disabled Children's Services	Maximise income from continuing healthcare in residential care	0.0	-60.0	0.0	0.0	0.0		-60.0	-6,998.8	0.0	-60.0	0.0	0.0	-60.0	Depends on negotiations with Health to contribute towards client costs
Commercial Business Rate Pool	Explore options for distribution of business rate regeneration pot	0.0	0.0	-500.0	0.0	0.0		-500.0		-500.0	0.0	0.0	0.0	-500.0	Discussions with Districts have been initiated, but given the complexities of the agreements (bilateral) this has yet to be agreed. The directorate are identifying base funded costs/services to present to districts within the next 1-2 months.
Corporate Support Services	Income from full recharge of corporate support service costs to Property LATCo (offset by pressure to Property LATCo above)	0.0	0.0	0.0	-660.9	0.0		-660.9		0.0	0.0	0.0	-660.9	-660.9	Delivered, as there is a corresponding pressure allocated to Property to fund external income to Corporate Services Directorate.
Commercial Services	Increased dividend from Commercial Services	0.0	0.0	0.0	0.0	-2,000.0		-2,000.0		0.0	-2,000.0	0.0	0.0	-2,000.0	Commercial Services have alerted us that the £8.7m dividend this would require is a massive challenge and would require use of reserves.
Investment income	Improved returns from cash balances through more diverse investments, and assuming gradual increase in interest rates	0.0	0.0	0.0	0.0	-500.0		-500.0		0.0	0.0	-500.0	0.0	-500.0	In line with 2015-16 position
Efficiency Savings															
Staffing															
Staff restructures	Service re-design, integration of services and more efficient ways of working resulting in a reduction of staff costs that equates to the equivalent of approx. 150 fte. The delivery of these savings will be with appropriate stakeholder engagement and detailed consultations	-703.8	-1,158.0	-1,620.0	-1,615.0	0.0		-5,096.8	-5,096.8	0.0	0.0	-4,393.0	-703.8	-5,096.8	EYP £703.8k - all now complete and therefore blue. S&CS £1,615k - all green/ on track to achieve based on existing plans. GET £1,620k - all green/ on track to achieve based on existing plans. Some of the £1,620k will become blue next month as structures are finalised and early retirement/redundancy positions confirmed. SCHW £1,158k - all green/ on track to achieve based on existing plans.
Property															
Established Programmes	Existing savings plans arising from asset rationalisation, facilities management and utility contracts	0.0	0.0	0.0	-1,444.0	0.0		-1,444.0	-1,444.0	-24.4	-387.6	-1,032.0	0.0	-1,444.0	Corporate Board have acknowledged the difficulty of delivering this saving, but support that these aspirational plans should continue to be pursued.

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Contracts & Procurement															
Disabled Children's Services	Review of contracts and realignment of prices	0.0	-500.0	0.0	0.0	0.0		-500.0		0.0	0.0	-500.0	0.0	-500.0	In line with 2015-16 forecast
Housing Related Support	Efficiency savings from standardising the hourly rate within support contracts and review of low level support packages	0.0	-2,016.1	0.0	0.0	0.0		-2,016.1		0.0	0.0	-2,016.1	0.0	-2,016.1	In line with Commissioning Division's 2016-17 savings plans
Learning Disability	Reduction on external day care contracts	0.0	-130.0	0.0	0.0	0.0		-130.0		0.0	0.0	-130.0	0.0	-130.0	In line with existing savings plans
OP/PD meal service	Recommissioning of the Meal Service contract	0.0	-268.0	0.0	0.0	0.0		-268.0		0.0	-268.0	0.0	0.0	-268.0	FYE of 2015-16 retender. Currently Amber pending an updated calculation of savings delivered from retender. After the updated calculations have been done this saving is expected to move to green.
Learning Disability supported living	Supported living contract reviews and reduction in cost	0.0	-800.0	0.0	0.0	0.0		-800.0		0.0	0.0	-800.0	0.0	-800.0	In line with existing savings plans
Early Help & Prevention	Review of commissioned services across Early Help and Preventative Services	-1,891.0	0.0	0.0	0.0	0.0		-1,891.0		0.0	-600.0	-1,200.0	-91.0	-1,891.0	£91k Youth Remand saving: now achieved - blue. £1,800k saving from recommissioning: £600k Amber and £1200k Green, pending completion of work to recommission services.
SEN Transport route optimisation	Savings through improved route optimisation and procurement practices	-1,170.0	0.0	0.0	0.0	0.0		-1,170.0		-880.0	-290.0	0.0	0.0	-1,170.0	Saving predicated on rolling out learning from 3 pilot schemes to more schools from September 2016.
Infrastructure	Reduction in ICT spend on third party contracts and equipment	0.0	0.0	0.0	-1,410.0	0.0		-1,410.0		0.0	-940.0	-470.0	0.0	-1,410.0	£470k Green represents saving to be made through reductions to TRP resourcing (staffing) £940k Amber represents £740k saving anticipated as a result of User Access Device procurement (which is currently being undertaken) and £200k review of other contracts.
Waste site maintenance	Review of site maintenance budgets	0.0	0.0	-120.0	0.0	0.0		-120.0	-11,539.1	0.0	0.0	0.0	-120.0	-120.0	Already delivered, site maintenance responsibility transferred to Provider as part of renegotiation of contracts in 2015-16.
Household waste recycling centres	HWRC efficiencies in line with new waste strategy outcomes	0.0	0.0	-500.0	0.0	0.0		-500.0		0.0	0.0	-500.0	0.0	-500.0	Will be delivered through contracts & efficiencies at the sites (not closing HWRCs).
Highways	Review of procurement strategy including extending length of contracts	0.0	0.0	-150.0	0.0	0.0		-150.0		0.0	0.0	-150.0	0.0	-150.0	AMEY have now agreed to honour the contract extension and a modest discount has been agreed, which will achieve £100k of this saving. The directorate will look to achieve the balance in-year.
Environmental Management	Review of natural environment and flood risk strategy	0.0	0.0	-100.0	0.0	0.0		-100.0		0.0	0.0	-100.0	0.0	-100.0	Deliverable as £55k roll-forward from 2015-16 has now been agreed.
Economic Development	Review of grants and contributions	0.0	0.0	-53.0	0.0	0.0		-53.0		0.0	0.0	-53.0	0.0	-53.0	
Waste procurement	Waste procurement savings from contracts due for re-tender in 2016-17	0.0	0.0	-1,671.0	0.0	0.0		-1,671.0		0.0	-450.0	-1,221.0	0.0	-1,671.0	Plans in place to achieve this, subject to successful tender processes throughout the year (which service have a good track record of delivering on year-on-year). The £450k in Amber relates to the dry recyclables contract, which is currently under review.
Libraries	Saving on book purchases under new contract and reduction in systems project budget	0.0	0.0	-250.0	0.0	0.0		-250.0		0.0	0.0	0.0	-250.0	-250.0	ICT systems saving already achieved through procurement process. Book saving will be achieved by purchasing through framework agreement or, if necessary, buying less books.
Public Transport	Bus operators fully adopting existing subsidised bus routes, resulting in a reduction in subsidies	0.0	0.0	-510.0	0.0	0.0		-510.0		0.0	0.0	-260.0	-250.0	-510.0	Green (£260k) - it has been agreed with bus operators which routes will be taken back into commercial operation. This is still subject to consultation, but the provision will be like for like and there shouldn't be any conflict for this part of the saving.
Other															
OP/PD social support	Review the provision of social support services	0.0	-425.0	0.0	0.0	0.0		-425.0		0.0	0.0	0.0	-425.0	-425.0	Reduced payments commenced on 1 April 2016
OP/PD equipment	Recommissioning of the Integrated Community Equipment Service	0.0	-110.0	0.0	0.0	0.0		-110.0		0.0	0.0	-110.0	0.0	-110.0	In line with current forecast; value of saving may be understated.
Specialist Children's Services removal of one-off funding	Removal of one-off funding for transitional arrangements and special operations	0.0	-1,657.8	0.0	0.0	0.0		-1,657.8		0.0	-1,407.8	-250.0	0.0	-1,657.8	£400k Operation Lakeland: there may be ongoing costs in relation to Operation Lakeland of approx. £120-£130k placement costs plus potential for some Legal costs. Therefore £150k rated as amber to reflect this, and the remaining £250 is green. £1257.8k removal of transitional funding for Adoption Reform Grant: this saving has been allocated across all headings, but with no clear plans to achieve the savings. Rated as Amber until more detailed plans have been worked up.
Specialist Children's Services efficiencies	Efficiency savings across specialist children's services including family support, adoption, secure accommodation, in-house fostering, section 17 and day care	0.0	-383.0	0.0	0.0	0.0		-383.0		0.0	0.0	-383.0	0.0	-383.0	£183k green - plans in place to deliver efficiency savings in secure accommodation, in-house fostering, section 17 and day care. £200k amber - detailed plans yet to be confirmed to deliver savings in family support & adoption.
Home to school Transport	Reduced demand for home to school transport	-1,092.0	0.0	0.0	0.0	0.0		-1,092.0		0.0	0.0	0.0	-1,092.0	-1,092.0	Saving will be achieved because we are at a low point for roll numbers, in line with underspend in 2015-16.
Early Help & Prevention	Review of Troubled Families provision with a view to greater integration with Early Help and Preventative Services	-500.0	0.0	0.0	0.0	0.0		-500.0		0.0	0.0	-500.0	0.0	-500.0	Deliverable as 2015-16 roll-over was approved in June.
Early Years & Childcare	Reduction in support for projects in Early Years & Childcare Unit	-100.0	0.0	0.0	0.0	0.0		-100.0		0.0	0.0	-100.0	0.0	-100.0	Work already under way to deliver reduced project support
Education Pension costs	Reduction in education staff pension cost commitments	-500.0	0.0	0.0	0.0	0.0		-500.0		0.0	0.0	0.0	-500.0	-500.0	In line with 2015-16 predicted outturn
Payments to Districts	Saving from reducing payments to Districts from proceeds of second homes Council Tax discounts	0.0	0.0	0.0	-375.0	0.0		-375.0		0.0	0.0	-375.0	0.0	-375.0	Districts have already been informed about the reduction.
Waste payments to Districts	Discretionary payments to Districts	0.0	0.0	-105.0	0.0	0.0		-105.0	-9,111.5	0.0	-105.0	0.0	0.0	-105.0	This grant payment is now being looked at in the round as part of the district deal discussions and therefore Amber status retained as no resolution currently in place and timeline delayed. The directorate will work up alternative solutions if this saving is undeliverable.
Highways	Review of non staffing budgets	0.0	0.0	-100.0	0.0	0.0		-100.0		0.0	0.0	0.0	-100.0	-100.0	In line with 2015-16 predicted outturn
Libraries	Review of Libraries operating model to align resources with demand at peak times	0.0	0.0	-250.0	0.0	0.0		-250.0		0.0	0.0	-250.0	0.0	-250.0	Review of staffing to match resource with peak hours (in line with lean internally commissioned service)
Young Persons Travel Pass	Reduce budget to reflect reduced take-up and fewer journeys per passholder seen in 2015-16	0.0	0.0	-540.0	0.0	0.0		-540.0		0.0	-540.0	0.0	0.0	-540.0	This saving is at risk because 2015-16 underspend has reduced. The £540k saving was based on 2015-16 Q2 underspend (-£940k) offset by £400k pressure for 10 additional school days in 2016-17 (timing of Easter school holidays), but the outturn position reduced significantly to -£400k which will only just cover the additional school days. Increased journey numbers and cost in Q3 and Q4 has put this saving at risk. The directorate is in regular communication with operators with a view to reducing costs.
Social Care	Review of client transport arrangements	0.0	-300.0	0.0	0.0	0.0		-300.0		-252.4	-47.6	0.0	0.0	-300.0	Saving target has been allocated within SCHW, but plans to deliver are yet to be finalised.
Adult Operational Support Unit	Office support cost rationalisation	0.0	-250.0	0.0	0.0	0.0		-250.0		0.0	0.0	-250.0	0.0	-250.0	Plans in place to achieve from running cost of buildings, in line with 2015-16 underspend.
Publicity Expenditure	Reduction in publicity expenditure across the Council	0.0	0.0	0.0	0.0	0.0	-700.0	-700.0		0.0	-700.0	0.0	0.0	-700.0	Directorates are working to identify how their allocation of this saving will be delivered
Other	Other minor efficiency savings	-196.4	-377.6	-828.3	-321.4	0.0		-1,723.7		-280.0	0.0	-1,397.3	-46.4	-1,723.7	EYP £196.4k, GET £828.3k, S&CS £321.4k - all low value/ risk savings (All green apart from £46.4k in EYP which moved to blue this month) SCHW £377.6k : £97.6k Green/ low value & low risk. £280k Asylum saving rated Red, because Home Office have confirmed that this money will not be available from them in 2016-17 (the first 25 care leavers were funded for last 2 years and we assumed in the MTFP that it would be ongoing, but the Home Office have now confirmed it will not be - however we are still pursuing this with them).

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Financing Savings															
Drawdown reserves & provisions	Net reduction in earmarked reserves including workforce reduction reserve, Supporting People reserve, Medway Preserved Rights reserve, and other Directorate specific reserves & provisions	0.0	-2,263.0	0.0	0.0	-3,988.8		-6,251.8		0.0	0.0	0.0	-6,251.8	-6,251.8	Delivered
Modernising the Council	Reduce the Modernising the Council base budget	0.0	0.0	0.0	0.0	-1,000.0		-1,000.0		0.0	0.0	0.0	-1,000.0	-1,000.0	Delivered
Reductions due to use of prior year's underspend	Use of uncommitted 2014-15 underspend	0.0	0.0	0.0	0.0	-4,100.0		-4,100.0		0.0	0.0	0.0	-4,100.0	-4,100.0	Delivered
Reductions in contributions to reserves	Removal of one-off contributions to reserves in 2015-16 and base contributions including council tax support & general reserves	0.0	0.0	0.0	0.0	-9,462.2		-9,462.2	-22,664.0	0.0	0.0	0.0	-9,462.2	-9,462.2	Delivered
Kings Hill distribution	Increase annual support to the base budget from Kings Hill distribution	0.0	0.0	0.0	0.0	-500.0		-500.0		0.0	0.0	0.0	-500.0	-500.0	Delivered
Kings Hill reserve	Further one-off draw-down on Kings Hill reserve in response to worse than expected provisional settlement	0.0	0.0	0.0	0.0	-500.0		-500.0		0.0	0.0	0.0	-500.0	-500.0	Delivered
Revisions to MRP	Revised calculation of amount needed to repay prudential borrowing due to slippage in delivering capital programme together with adjustments in line with the MRP policy outlined in Appendix C of MTFP	0.0	0.0	0.0	0.0	-800.0		-800.0		0.0	0.0	0.0	-800.0	-800.0	Delivered
External Audit Fee	Reduction in base budget for external audit fee	0.0	0.0	0.0	0.0	-50.0		-50.0		0.0	0.0	0.0	-50.0	-50.0	Saving is in line with previous year's charges
Policy Savings															
Full year effect of previous savings	Impact of previous decision to remove discretions on home to school transport policy	-300.0	0.0	0.0	0.0	0.0		-300.0		0.0	0.0	0.0	-300.0	-300.0	Continuation of policy decision made a number of years ago
Learning Disability	Review occupancy and delivery of short break services	0.0	-145.0	0.0	0.0	0.0		-145.0		0.0	-145.0	0.0	0.0	-145.0	Decision on Osborne Court is yet to be taken, due to consultation still progressing (ends 29th August 2016).
Older People & Physical Disability	Review occupancy and delivery of older people residential care services	0.0	-537.0	0.0	0.0	0.0		-537.0		0.0	-212.0	-325.0	0.0	-537.0	£325k Kiln Court - decision has been taken to close from end of August. £212k Dorothy Lucy Centre - decision has been taken to have a phased closure from end of August. Re-provision costings still in progress, so all Amber for now although some will move to Green once this exercise is complete.
Highways	Reprioritisation of spend to focus on achieving better outcomes for the network	0.0	0.0	-2,250.0	0.0	0.0		-2,250.0	-7,283.1	0.0	-2,250.0	0.0	0.0	-2,250.0	The saving is deliverable, but has been given an overall rating of amber due to the impact which has not yet been fully assessed. Therefore, once the assessment is complete some of the saving may be deemed inappropriate or a false economy.
Member Grants	Reduce Member Grants by 20%	0.0	0.0	0.0	-420.0	0.0		-420.0		0.0	0.0	0.0	-420.0	-420.0	Delivered
Capital Financing	Reduction in net debt costs as a consequence of the 2016-19 capital programme	0.0	0.0	0.0	0.0	-3,476.1		-3,476.1		0.0	0.0	0.0	-3,476.1	-3,476.1	In line with rephased capital programme
Other	Other minor policy savings	0.0	0.0	-120.0	-35.0	0.0		-155.0		0.0	0.0	-35.0	-120.0	-155.0	S&CS £35k - on track & low risk GET £120 - Blue
Total savings and Income		-7,462.4	-26,358.3	-12,712.6	-7,054.9	-26,473.1	-700.0	-80,761.3	TOTAL SAVINGS	-3,327.3	-14,005.1	-31,172.6	-32,256.3	-80,761.3	
									% SPLIT	4.1%	17.3%	38.6%	39.9%		
									EYPS	£000s split	-880.0	-1,313.6	-2,385.6	-2,883.2	-7,462.4
										% split	11.8%	17.6%	32.0%	38.6%	
									SCHW	£000s split	-1,922.9	-4,562.2	-16,430.0	-3,443.2	-26,358.3
										% split	7.3%	17.3%	62.3%	13.1%	
									GET	£000s split	-500.0	-3,760.0	-7,612.6	-840.0	-12,712.6
										% split	3.9%	29.6%	59.9%	6.6%	
									S&CS	£000s split	-24.4	-1,669.3	-4,148.4	-1,212.8	-7,054.9
										% split	0.3%	23.7%	58.8%	17.2%	
									Fin Items & Unallocated	£000s split	0.0	-2,700.0	-596.0	-23,877.1	-27,173.1
										% split	0.0%	9.9%	2.2%	87.9%	
									TOTAL	£000s split	-3,327.3	-14,005.1	-31,172.6	-32,256.3	-80,761.3
										% split	4.1%	17.3%	38.6%	39.9%	