

Agenda Item	5.
Report No	CP/25/24

# The Highland Council

**Committee:** Communities and Place

**Date:** 27 November 2024

**Report Title:** Revenue Budget Monitoring and Service Performance Reporting for Q2 1 July 2024 to 30 September 2024

**Report By:** Assistant Chief Executive - Place

## 1 Purpose/Executive Summary

1.1 The report provides Members with the monitoring statement as at Q2 position for 2024/25. The Service budget is £41.323m with a current predicted year end overspend of £2.845m. This primarily relates to overspends related to fleet and lower than anticipated income achieved.

1.2 This report also provides performance information on:

- Corporate Indicators
- Contribution to the Corporate Plan
- Service Plan Progress
- Mitigation of Service Risks
- Service updates out with the Corporate Indicators or Service Plan

The content and structure are intended to:

- assist Member scrutiny and performance management
- inform decision making to aid continuous improvement, and
- provide transparency and accessibility

## 2 Recommendations

2.1 Members are asked to:

- i. **CONSIDER** the Service's revenue monitoring position; and
- ii. **SCRUTINISE** the Service's performance and risk information.

## 3 Implications

3.1 **Resource** – The resource implications are detailed in the report.

3.2 **Legal** - This report contributes to the Council's statutory duties to report performance and secure best value in terms of; Section 1(1)(a) of the Local Government Act 1992, and Section 1 of the Local Government in Scotland Act 2003, respectively.

3.3 **Risk** – There is a significant risk to the budget in relation to core areas of overspend and delivery of unallocated savings. The service team are managing this through regular review and challenge and seeking solutions to reduce the current predicted overspend.

3.4 **Health and Safety (risks arising from changes to plant, equipment, process, or people)** - There are no immediate health and safety implications arising from this report.

3.5 **Gaelic** - There are no implications for Gaelic arising from this report.

#### **4 Impacts**

4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children's Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.

4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.

4.3 This is a monitoring report and therefore an impact assessment is not required.

#### **5. Communities and Place Revenue Budget – Q2 2024/25**

5.1 The revenue monitoring statement for 2024/25 showing net expenditure as at Quarter 2 and year-end forecasts can be found at **Appendix 1**. **Appendix 2** provides further information including the gross position and more detailed information on the variances against each activity. The forecasted outturn is an overspend of £2.845m. The budget for 2024/25 is £41.323m.

5.2 This forecast includes a summary of all approved savings of £1.791m for 2024/25 and the predicted delivery of these (**Appendix 4**). It should be noted that not all current year savings (£0.295m) have been allocated to individual functional budgets. This will be completed prior to quarter three reporting.

5.3 Income targets are tracking behind targets across the majority of the service, with the exception of business and garden waste collection. Much of the income relates to demand led services which is challenging to predict uptake.

5.4 The current forecast outturn relates primarily to overspends in Fleet and Plant (£2.2m). These are partially offset by underspends in the other sections in the Service. In relation to Fleet, the main causes relate to an increase in fleet requirements from services and associated increases in maintenance, increases in lease contract costs, increases in parts costs, insurance charges and undelivered savings. Also currently showing an overspend is the Service General code (£1.4m). In the main this holds corporate staff savings from past years which have not yet been allocated to other budget headings in the service - this will take place in the months ahead. It should be noted that there is a net underspend in staffing across the service.

- 5.5 Discussions are ongoing with finance on drawdowns from pressures and earmarked balances, which will allow a better than projected year end figure, but it is a matter of timing, and these discussions have not concluded.
- 5.6 **Appendix 2** provides further information against each activity.
- 5.7 Public Health and Bereavement Services is predicting a current overspend of £0.095m. Staff costs are offsetting pressures as a result of repairs to public conveniences and lower than anticipated income levels across environmental health, bereavement services and public conveniences.
- 5.8 The Community Spaces budget is forecasted to underspend by £0.051m. This is predominantly due to staff vacancies and the consequential impact on internal recharge / income and contractor costs.
- 5.9 The various budgets associated with community support and engagement and customer services are forecast to underspend by £0.229m, largely due to staff vacancies.
- 5.10 The Stores and Logistics budget is forecasted to overspend by £2.179m. As noted at paragraph 5.4 this is predominantly due to overspends in fleet and plant.
- 5.11 This report sets out the Q2 budget monitoring and forecast position. This reflects the first reporting to Strategic Committees using the new Corporate Financial System implemented in April. Members will note from **Appendix 3** an example of the style of blended graphical/tabular data available from the new system to budget holders, with further development work over the course of this year to realise further benefits from the new system. This Appendix is provided as a work-in-progress illustration given aspects of the reporting dashboards are still being developed.

## 6 Service Performance – Corporate Indicators

- 6.1 Service performance in relation to Absence, Complaints, FOIs, and Invoice Payments are set out in the following sub-sections.
- 6.2 **Service Attendance Management**  
Staff absence is a nationally benchmarked indicator. Effective absence management supports staff, maintains productivity, and contributes to the Council's benchmarked performance.

### Communities and Place

#### Average number working days per employee lost through sickness absence

Average Days Lost	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Q2 24/25
Communities and Place	2.74	3.60	3.80	4.27	4.38	4.31	4.21	4.41
Highland Council	1.89	2.88	2.48	2.08	3.35	3.48	3.24	2.54

6.3 Absence rates across the service have been gradually rising over the course of the last year which is providing an area of focus for the service management team. Both short term and long-term absences relate predominantly to Musculoskeletal reasons. This in part reflects the physical and manual profile of roles across the service. Other top reasons for absences are viral illnesses and stress and debility (non-work related). Non-work related stress and debility is a new sickness absence category that has been added to MyView to help the organisation understand and better support employees. The e-learning available to managers has now been updated, which should enable them to provide employees with appropriate support. Additionally, employees can access our Employee Assistance Programme, which provides independent advice to address wellbeing and mental health concerns.

The Service will continue to focus on increased engagement and support to staff utilising all HR Policies available to improve this area. This includes fully utilising the Occupational Health services and critically appraising the range of data including long-term absences to better understand the reasons for absence and how best to support staff back into work wherever practicable. The HR Attendance Support Officers continue to play an important role in assisting both managers and employees and their support extends to situations where absence has become very complex or when an employee faces a life changing or terminal diagnosis.

#### 6.4 Service Complaints Response Times

Monitoring complaints provides important feedback which can facilitate decision making and service design. Services are responsible for responding to complaints which are issued on their behalf by the Customer and Resolution Improvement Team ('CRIT').

Performance for complaints during Q2 against a corporate target of 80% was as follows: -

##### Complaints - Communities and Place

#### Number of closed complaints and the % compliant with the legislative timescale

##### Frontline Resolution within 5 days

	Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25	
Communities and Place	33	100 %	22	95 %	64	97 %	37	92 %	36	89 %	57	82 %	61	85 %	106	86 %
Highland Council	137	93 %	101	90 %	159	92 %	132	78 %	150	80 %	189	76 %	220	84 %	199	77 %

##### Investigation Resolution within 20 days

	Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25	
Communities and Place	2	50 %	4	0 %	11	36 %	8	38 %	2	100 %	7	43 %	7	43 %	10	50 %
Highland Council	49	47 %	63	41 %	97	63 %	85	49 %	67	48 %	98	46 %	86	47 %	101	57 %

##### Escalated Resolution within 20 days

	Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25	
Communities and Place	3	33 %	2	50 %	8	75 %	4	75 %	5	80 %	4	75 %	7	57 %	7	57 %
Highland Council	22	36 %	15	33 %	32	50 %	32	41 %	28	57 %	34	35 %	47	32 %	28	50 %

6.5 Reflecting the frontline nature of many of the services Communities and Place deliver, the Service recognises the importance of this area and performance overall is positive. The majority of complaints fall under the 5 days frontline resolution category and performance remains above the corporate target of 80%. Complaints in the other categories are generally very complex and therefore require more time to respond. Whilst performance has increased in Q2, it remains a priority to improve performance against the 20 day timescale.

## 6.6 Service Freedom of Information ('FOI') Response Times

FOI requests are co-ordinated by CRIT in collaboration with the Service teams which may hold information relevant to the request.

The performance for FOI response times during Q2 against a corporate target of 90% was as follows: -

### Freedom of Information Requests - Communities and Place

#### % of FOIs closed compliant with the legislative timescale

% FOIs Compliant - Communities and Place	Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25	
	101	86 %	96	84 %	63	90 %	58	95 %	56	95 %	103	87 %	103	89 %	82	79 %

% FOIs Compliant - Highland Council	Q3 22/23		Q4 22/23		Q1 23/24		Q2 23/24		Q3 23/24		Q4 23/24		Q1 24/25		Q2 24/25	
	478	81 %	536	75 %	399	84 %	333	88 %	338	89 %	548	77 %	511	81 %	479	76 %

Tables display the number of FOIs closed within the quarter and % of those that were compliant with the legislative timescale (20 working days) for the service and the Highland Council overall. The Scottish Information Commissioner requires the Council to achieve a minimum compliance rate of 90%.

Performance during Q2 has fallen slightly, although remaining above the Council average. It remains a priority for service teams to deliver within the target timescales.

## 6.7 Service Invoice Payment Times

Payment of invoices within 30 days of receipt is a Council Statutory Performance Indicator. The Council also monitors the number of invoices paid within 10 days of receipt.

The performance for invoice payment times within 30 days and 10 days during Quarter 1 against a target of 95% and 77%, respectively, was as follows: -

### Communities and Place - Invoice Payments

Invoice Payment within 30 days	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Q2 24/25
Communities and Place	96.8 %	96.4 %	97.5 %	98.4 %	98.6 %	96.9 %	80.8 %	88.2 %
Highland Council	95.1 %	94.9 %	95.1 %	96.7 %	95.6 %	93.6 %	87.7 %	91.4 %

Invoice Payment less than 10 days	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Q2 24/25
Communities and Place	75.2 %	72.7 %	81.2 %	90.6 %	89.2 %	86.0 %	49.7 %	66.7 %
Highland Council	70.4 %	71.6 %	72.8 %	80.9 %	75.3 %	69.7 %	57.0 %	68.5 %

## 7 Service Contribution to the Corporate Plan

### 7.1 Communities and Place - PIs and Actions in Corporate Plan

PIs/Actions in the Corporate Plan	Period	Data	Period	Data	Period	Data
Reduce Highland Suicide rate - 5 Yr Avg    CP1.04	CY 2021	22.2	CY 2022	21.5	CY 2023	20.5
No. HC workforce trained in supporting people with mental health and wellbeing concerns    CP1.07	FY 21/22		FY 22/23		FY 23/24	390
Involved Communities: Area Place Plans for each Council area    CP2.04/CP3.07/CP4.03/CP5.06	Q4 23/24	On Target	Q1 24/25	On Target	Q2 24/25	On Target
Street Cleanliness Score    CP2.07    ENV3c	FY 21/22	93.70 %	FY 22/23	96.10 %	FY 23/24	96.36 %
Continue partnership with ILM    CP4.06	Q4 23/24	On Target	Q1 24/25	On Target	Q2 24/25	On Target
% Household waste recycled    CP4.06    ENV6a	FY 21/22	37.4 %	FY 22/23	37.2 %	FY 23/24	36.0 %
Increase areas identified for food growing and ecological benefit    CP4.11	Q4 23/24	On Target	Q1 24/25	On Target	Q2 24/25	Completed
ERDs being completed - CPL    CP5.01	Q4 23/24	Some Slippage	Q1 24/25	Some Slippage	Q2 24/25	Some Slippage
The 'My Council' project    CP5.03	Q4 23/24	On Target	Q1 24/25	On Target	Q2 24/25	On Target
Supporting and engaging with Community Councils    CP5.05	Q4 23/24	On Target	Q1 24/25	On Target	Q2 24/25	On Target

Overall, progress against the corporate PIs and actions are on target.

## 8 Service Plan Progress

### 8.1

Community Development and Involvement Approaches Q2 24/25						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
Agreement of new Allotments policy	Q1 24/25		Q2 24/25			Completed Q4 23/24
Involved Communities: Area Place Plans for each Council area    CP2.04/CP3.07/CP4.03/CP5.06	Q1 24/25	On Target	Q2 24/25	On Target		Due to complete Q3 25/26
Develop and implement a new integrated impact assessment tool	Q1 24/25	Completed	Q2 24/25			Completed Q1 24/25
Develop a marketing approach to promote and increase civil ceremonies offering	Q1 24/25	On Target	Q2 24/25	Some Slippage		Due to complete Q1 24/25
Development of Community Benefits Policy Procured and Voluntary Benefits	Q1 24/25	On Target	Q2 24/25	Completed		Due to complete Q4 23/24
External Annual Examination by National Records of Scotland	CY 2022	96 %	CY 2023		98 %	annual update November
Implementation of new SPSO Child Friendly Complaints process – UNCRC	Q1 24/25	On Target	Q2 24/25	On Target		Due to complete Q4 24/25
Review of the Community Council Scheme	Q1 24/25	On Target	Q2 24/25	On Target		Due to complete Q3 25/26
Undertake Review of Customer Services process/operations and implement changes	Q1 24/25	Some Slippage	Q2 24/25	Completed		Due to complete Q1 24/25

### 8.2

Bereavement Services, Transforming Services for Significant Life Events Q2 24/25						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
Bereavement: Progressing Lean review of burials	Q1 24/25	Some Slippage	Q2 24/25	Some Slippage		Due to complete Q4 24/25
Delivery of Burial Ground Projects	Q1 24/25	On Target	Q2 24/25	On Target		Targets set in project plan
Develop an approach for refurbishment / modernisation of Inverness crematorium	Q1 24/25		Q2 24/25			Completed Q4 23/24

8.3

Environmental Health Q2 24/25						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
95% of high risk private water supplies are inspected and sampled	FY 22/23	44 %	FY 23/24	57 %	95 %	annual update August
Business case to review resources re sampling private water supplies	Q1 24/25		Q2 24/25			Completed Q4 23/24
Develop revised PI for food safety based on risk of premises	Q1 24/25		Q2 24/25			Complete Q3 23/24

8.4

Transforming our Approach to Community Spaces Q2 24/25						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
Review playpark strategy	Q1 24/25		Q2 24/25			Completed Q3 23/24
Develop community volunteering policy	Q1 24/25	Some Slippage	Q2 24/25	Some Slippage		Due to complete Q3 23/24
Progress the workstreams in the Amenities Review	Q1 24/25		Q2 24/25			Completed Q2 23/24

8.5

Fleet Rationalisation [Sustainable Business Travel] Q2 24/25						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
Continue low emission approach for provision of heavy fleet	Q1 24/25	On Target	Q2 24/25	On Target		Completed Q1 24/25
Design Sustainable Business Travel Approach and Action Plan	Q1 24/25		Q2 24/25			Completed Q2 23/24
Reduce size of light fleet	FY 22/23		FY 23/24			

8.6

Waste Q2 24/25						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
Street Cleanliness Score    CP2.07    ENV3c	FY 22/23	96.10 %	FY 23/24	96.36 %	95.70 %	annual update December
% Household waste recycled    CP4.06    ENV6a	FY 22/23	37.2 %	FY 23/24	36.0 %		annual update September
Deliver RIF Project – Implementation [phased]	Q1 24/25	On Target	Q2 24/25	On Target		Due to complete Q2 25/26
Deliver the Lochaber Waste Transfer Station Project	Q1 24/25	Some Slippage	Q2 24/25	Some Slippage		Due to complete Q3 24/25
Delivery Bulky Waste Shredders	Q1 24/25	Some Slippage	Q2 24/25	Some Slippage		Due to complete Q1 24/25
Net Cost of Waste Collection per Premise    ENV1a	FY 22/23	£ 87.72	FY 23/24			annual update November
Net Cost of Waste Disposal per Premise    ENV2a	FY 22/23	£ 103.06	FY 23/24			annual update November
Net Cost of Street Cleaning per 1000 popn    ENV3a	FY 22/23	£ 9,880	FY 23/24			annual update November
% adults satisfied - refuse collection    ENV7a	FY 22/23	92.0 %	FY 23/24			annual update December
% adults satisfied - street cleaning    ENV7b	FY 22/23	69.7 %	FY 23/24			annual update December
Undertake feasibility assessment into Energy from Waste Plant	Q1 24/25		Q2 24/25			Completed Q3 23/24

8.7 Overall, progress against the Service Plan PIs and actions is very positive.

8.8 There are 6 actions reporting some slippage.

- There has been some slippage to develop a marketing approach for civil ceremonies which is reflective of the busy summer season for weddings. This is currently being progressed.
- Work has restarted on the development of a Community Volunteering Policy, following a change in staffing.
- The lean review of burial administration has been delayed due to competing priority work such as the Cremator replacement project. The lean review will be progressed in early 2025 with aim to complete by 1<sup>st</sup> April 2025.
- Environmental Health have undertaken additional recruitment to provide further resources to meet the private water supply statutory duties. The four posts (3 temporary, 1 permanent) will improve performance on sampling of high-risk private water supplies and on the associated risk assessment process that must be done for each supply.
- Through the work being undertaken with our Project Design Unit, the delivery of the Lochaber waste transfer station is forecast to be constructed and fully operational by May 2025.
- The delivery of two bulky waste shredders is on target to be installed and fully operational by April 2025.

## 9. Service Risks Mitigation

9.1 The Service is further developing the administration of the Service Risk Register to be managed on PRMS. This includes delivery of key projects, availability of parts/stock/vehicles, finance and sustainable workforce.

Designation: Assistant Chief Executive - Place

Date: 8 November 2024

Author: Alison Clark, Chief Officer – Housing and Communities  
Alan Yates, Strategic Lead Environmental Health and Bereavement Service  
Alan McKinnie, Strategic Lead Waste Strategy and Operations  
Debbie Sutton, Strategic Lead Community Operations and Logistics  
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Appendix 1: Communities & Place Service Budget Q2 Monitoring Statement 2024/25

Appendix 2: Communities & Place Service Budget Q2 Monitoring By Activity 2024/25

Appendix 3: Communities & Place Revenue Developing Reporting Format

Appendix 4: Communities & Place 2024/25 Savings



# COMMUNITIES AND PEOPLE/PLACE MONITORING STATEMENT 2024-25

## APPENDIX 1

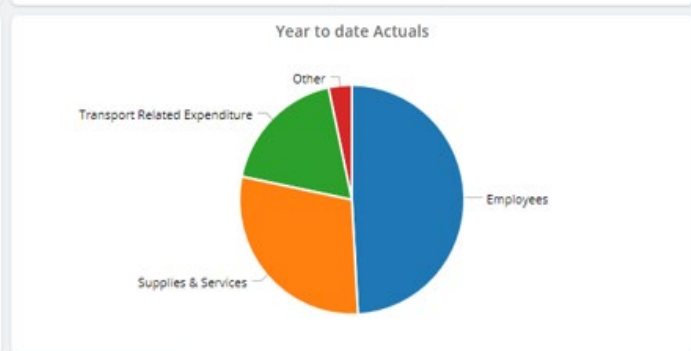
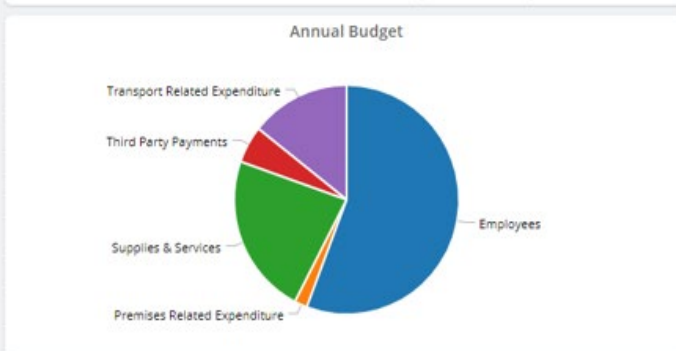
30/09/2024	£'000 Actual YTD	£'000 Annual Budget	£'000 Year End Estimate	£'000 Year End Variance
<b>BY ACTIVITY</b>				
Waste Management Services	10,872	25,496	24,939	(557)
Public Health and Bereavement Services	2,131	2,977	3,073	95
Community Spaces	2,230	2,506	2,455	(51)
Community Support, Contact and Engagement	1,820	2,653	2,424	(229)
Stores & Logistics	10,324	8,268	10,446	2,179
Service Administration	387	(577)	831	1,408
<b>Grand Total Communities &amp; People/Place</b>	<b>27,765</b>	<b>41,323</b>	<b>44,168</b>	<b>2,845</b>
<b>BY SUBJECTIVE</b>				
Staff Costs	18,869	38,323	37,545	(779)
Other Expenditure	19,513	30,230	31,853	1,623
<b>Gross Expenditure</b>	<b>38,382</b>	<b>68,553</b>	<b>69,397</b>	<b>844</b>
Grant Income	95	(283)	(458)	(176)
Other Income	(10,711)	(26,947)	(24,771)	2,176
<b>Total Income</b>	<b>(10,617)</b>	<b>(27,230)</b>	<b>(25,229)</b>	<b>2,001</b>
<b>NET TOTAL</b>	<b>27,765</b>	<b>41,323</b>	<b>44,168</b>	<b>2,845</b>

30/09/2024	STAFF COSTS				OTHER COSTS				GRANT INCOME				OTHER INCOME				NET TOTAL			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Annual	Actual	Year End	Year End	Annual	Actual	Year End	Year End	Annual	Actual	Year End	Year End	Annual	Actual	Year End	Year End	Annual	Actual	Year End	Year End
	Budget	YTD	Estimate	Variance	Budget	YTD	Estimate	Variance	Budget	YTD	Estimate	Variance	Budget	YTD	Estimate	Variance	Budget	YTD	Estimate	Variance
BY ACTIVITY																				
Waste Management Services																				
Kerbside Refuse Collections	8,339	4,196	9,191	852	1,861	792	1,702	(159)	0	0	0	0	(5,869)	(4,024)	(5,959)	(90)	4,331	965	4,934	603
Waste Disposal (Transfer, Haulage & Landfill)	2,118	994	2,112	(5)	11,900	5,365	11,981	81	0	0	0	0	(579)	(241)	(531)	49	13,438	6,118	13,563	125
Recycling Centres, Transfer & Treatment	1,159	565	1,197	38	4,508	2,359	3,361	(1,147)	0	0	0	0	(265)	(101)	(251)	14	5,402	2,823	4,307	(1,095)
Street Cleaning	2,127	880	1,956	(172)	248	88	225	(23)	0	0	0	0	(50)	(2)	(46)	5	2,325	966	2,135	(190)
Public Health and Bereavement Services																				
Environmental Health & Regulation	3,118	1,502	2,767	(350)	480	248	452	(28)	(131)	166	(127)	4	(893)	(178)	(736)	157	2,573	1,738	2,357	(217)
Bereavement Services, Burials & Cremations	5,076	2,414	4,505	(571)	957	314	1,100	142	0	0	0	0	(6,679)	(2,843)	(6,133)	546	(645)	(115)	(529)	117
Public Conveniences	800	363	782	(18)	526	186	543	17	0	0	0	0	(277)	(41)	(80)	197	1,049	508	1,245	195
Community Spaces																				
Grounds Maintenance & Play Areas	7,638	3,232	6,740	(898)	1,398	823	1,670	272	0	0	0	0	(6,530)	(1,826)	(5,954)	575	2,506	2,230	2,455	(51)
Community Support, Contact and Engagement																				
Community Support and Engagement	1,164	589	1,154	(10)	133	130	133	0	(81)	(71)	(81)	0	0	(6)	0	0	1,216	643	1,205	(10)
Ward Discretionary Grant	0	0	0	0	302	94	302	0	0	0	0	0	0	0	0	0	302	94	302	0
Customer Contact (Service Points, Centre & Registrars)	1,699	1,375	1,451	(248)	211	125	187	(24)	0	0	0	0	(774)	(417)	(722)	53	1,135	1,083	916	(219)
Stores and Logistics																				
Fleet & Plant	4,392	1,768	3,936	(456)	7,056	7,755	9,352	2,296	(70)	0	(250)	(180)	(3,857)	(1,004)	(3,295)	562	7,521	8,519	9,743	2,222
Stores	922	474	907	(14)	656	1,208	658	2	0	0	0	0	(1,009)	(3)	(1,016)	(7)	569	1,679	549	(20)
Travel Desk	177	126	153	(24)	0	1	1	1	0	0	0	0	0	0	0	0	177	126	154	(24)
Service Administration																				
Service General	(405)	390	693	1,098	(5)	23	188	193	0	0	0	0	(166)	(26)	(50)	117	(577)	387	831	1,408
Grand Total Communities & People/Place	38,323	18,869	37,545	(779)	30,230	19,513	31,853	1,623	(283)	95	(458)	(176)	(26,947)	(10,711)	(24,771)	2,176	41,323	27,765	44,168	2,845

## THC - Revenue Monitoring - Appendix 3

[illegible]

Nominal Group Summary		
Nominal Group	↑↓ Annual Budget	Actuals YTD
Employees		
Premises Related Expenditure		
Transport Related Expenditure		
Supplies & Services		
Third Party Payments		
Support Services		
Income		
Suspense		
	41,323	27,765



Monitoring Line		
Monitoring Line AP1 Description	Annual Budget	Actuals YTD
Administration	(577)	387
Amenity Control Accounts		
Community Spaces		
Community Support, Contact and Engagement		

Category (HC 29/02/24 Budget Report Annex 5 where applicable)	Description	2024/25	RAG
		C&P £m	
Operating Model	Recycling Services	0.365	
Asset Base	Light Fleet Redesign	0.285	
Efficiency	Hybrid Work - Review of C&P staffing budget - vacancy management	0.100	
Efficiency	Procurement saving opportunities (c/fwd of £23k over target shown below)	0.151	
Efficiency	Efficiencies from Vehicle Parts	0.190	
Efficiency	Area discretionary budgets top slice - Ward Discretionary Budget	0.034	
Efficiency	1% efficiency target from relevant service budgets	0.198	
Income Generation	Increasing Fees and Charges - C&P (24/25 Actual, 25/26-26/27 Indicative)	0.227	
Income Generation	Provision of Air Quality Monitoring / Support	0.014	
Income Generation	Garden Waste Collections	0.032	
Income Generation	Business Waste Collections	0.195	
<b>TOTAL INCLUDED IN SAVINGS MONITORING</b>		<b>1.791</b>	
Unallocated savings c/fwd	Stores	0.150	
<b>TOTAL</b>		<b>1.941</b>	