

# Appendices to item 5

## **Cabinet**

**Thursday, 19 November 2020, 10.00 am, On-line only**

**Membership:** Mr S E Geraghty (Chairman), Mr A T Amos, Mr A I Hardman,  
Mr M J Hart, Mrs L C Hodgson, Ms K J May, Mr A P Miller,  
Dr K A Pollock, Mr A C Roberts and Mr J H Smith

## **Agenda**

<b>Item No</b>	<b>Subject</b>	<b>Page No</b>
5	<b>Resources Report - Revenue Budget Monitoring - Month 6 (30 September) 2020/21 – Appendices 1-6</b>	15 - 30

P6 Outturn Forecast - 2020/21 SLT Revenue Budget Monitoring Forecast by Service				One Off / Adjustments					
Service	2020/21 Gross Budget	2020/21 Net Budget	2020/21 Forecast Excluding Covid-19 & Exc One-off Adjustments	20/21 Draft Variance Before Adj's	Transfer to Capital	Proposed Additional Use of Reserves / C fwd Grants	Proposed C/Fwds	2020/21 Forecast Excluding Covid-19 Incl one off adj	Variance After Adj's
	£000	£000	£000	£000	£000	£000	£000	£000	£000
DSG - School Formula Budgets	130,365	130,365	130,365	0	0	0		130,365	0
DSG - High Needs Pupils	52,136	52,136	54,096	1,960	0	0		54,096	1,960
DSG - Early Years	35,886	35,886	35,886	0	0	0		35,886	0
DSG - Statutory Duties / Historic Commitments	3,515	3,515	3,515	0	0	0		3,515	0
DSG - Other School Grants	15,176	0	(43)	(43)	0	0		(43)	(43)
DSG - Dedicated Schools Grant	0	(221,903)	(221,903)	0	0	0	(1,917)	(223,820)	(1,917)
<b>Total Dedicated Schools Grant (DSG)</b>	<b>237,079</b>	<b>0</b>	<b>1,917</b>	<b>1,917</b>	<b>0</b>	<b>0</b>	<b>(1,917)</b>	<b>0</b>	<b>0</b>
WCF Contract	119,348	101,449	101,749	300	0	(300)		101,449	0
<b>Total WCF (Excl DSG)</b>	<b>119,348</b>	<b>101,449</b>	<b>101,749</b>	<b>300</b>	<b>0</b>	<b>(300)</b>	<b>0</b>	<b>101,449</b>	<b>0</b>
Business, Administration & Systems	458	(375)	(382)	(7)	0	0		(382)	(7)
Strategic Land & Economy	4,428	1,116	2,362	1,246	10	(1,142)		1,230	114
Waste management	47,169	27,947	31,789	3,843	0	(3,843)		27,947	0
Infrastructure & Assets	6,250	6,146	5,896	(250)	0	0		5,896	(250)
Winter Maintenance	1,179	1,179	1,179	0	0	0		1,179	0
Project Delivery	3,103	359	271	(88)	128	16		414	55
Sustainable Schemes	527	13	(37)	(50)	0	0		(37)	(50)
Operations, Highways and PROW	8,420	6,951	7,201	250	(103)	0		7,098	147
Transport Operations	16,390	11,114	10,838	(379)	60	0		10,795	(319)
Planning & Regulation	1,877	908	1,545	637	140	(471)		1,215	307
Network Control	3,185	567	529	(37)	18	0		547	(20)

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	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Economy &amp; Infrastructure</b>	<b>92,986</b>	<b>55,924</b>	<b>61,191</b>	<b>5,164</b>	<b>253</b>	<b>(5,440)</b>	<b>0</b>	<b>55,901</b>	<b>(23)</b>
COACH - Management	613	266	213	(52)	0	0		213	(52)
Legal and Democratic Services	8,075	5,172	4,991	(181)	21	79		5,090	(81)
Commercial, Management Information & Research	2,566	235	264	42	0	(43)		234	(1)
Property Services	9,287	715	307	(408)	11	0		318	(396)
Digital, IT and Customer Services	9,131	504	793	186	(104)	(100)		485	(19)
Programme Office	1,229	43	381	338	134	(482)		33	(9)
<b>Total Commercial and Change</b>	<b>30,901</b>	<b>6,934</b>	<b>6,949</b>	<b>(75)</b>	<b>62</b>	<b>(546)</b>	<b>0</b>	<b>6,375</b>	<b>(559)</b>
Engagement & Communications	740	56	49	(7)	0	0		49	(7)
Health & Safety	350	22	15	(7)	0	0		15	(7)
HR - Core	5,427	444	401	(45)	0	45		444	(0)
HR - Old	0	0	0	0	0	0		0	0
Chief Executive	612	448	269	(179)	159	0		428	(20)
<b>Total Chief Executive</b>	<b>7,129</b>	<b>970</b>	<b>735</b>	<b>(238)</b>	<b>159</b>	<b>45</b>	<b>0</b>	<b>936</b>	<b>(34)</b>
Better Care Fund (excluding Health)	10,127	(269)	(267)	1	0	0		(267)	1
Adults Commissioning Unit	2,338	593	566	(27)	0	0		566	(27)
Learning Disabilities	70,573	61,111	62,099	988	0	0		62,099	988
Mental Health	22,342	17,048	17,771	723	0	0		17,771	723
Older People	97,701	62,776	60,587	(1,189)	0	0		61,587	(1,189)
Physical Disabilities	18,827	15,980	15,132	(848)	0	0		15,132	(848)
Support Services	(234)	(16,743)	(15,026)	717	0	(385)		(16,411)	332
Future Fit	(0)	(9,819)	(9,787)	33	0	0		(9,787)	33
<b>Total People - Adult Services</b>	<b>221,674</b>	<b>130,676</b>	<b>131,073</b>	<b>398</b>	<b>0</b>	<b>(385)</b>	<b>0</b>	<b>130,688</b>	<b>13</b>
Adult Provider Services	13,728	9,299	9,667	247	0	0		9,547	247
Strategic Libraries	12,208	4,955	4,658	(297)	0	0		4,658	(297)
Museum Services	754	636	638	2	0	0		638	2
Archives and Archaeology	3,294	1,525	1,509	(16)	0	0		1,509	(16)
Greenspace & Gypsy Services	1,810	500	486	(14)	0	0		486	(14)
Community Services Leadership Team	204	204	179	(26)	0	0		179	(26)
Skills & Inv incAdult learning	2,080	414	437	23	0	0		437	23
Severn Arts Music	0	0	0	0	0	0		0	0
SENDIASS	160	95	95	0	0	0		95	0
Chs Comm & Ptnership	349	349	349	(0)	0	0		349	(0)
Historic Chs	11,690	380	357	(23)	0	0		357	(23)
Registration & Coroner	2,160	872	753	(20)	0	0		853	(20)

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	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Total People - Communities</b>	<b>48,438</b>	<b>19,230</b>	<b>19,128</b>	<b>(123)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,108</b>	<b>(123)</b>
Public Analyst	67	67	42	(25)	0	0		42	(25)
Trading Standards	872	183	183	0	0	0		183	0
Childrens S75	19,505	1,604	1,604	0	0	0		1,604	0
Public Health Grant Funded Services	31,251	0	(641)	(641)	0	641		(0)	(0)
<b>People - Public Health</b>	<b>51,694</b>	<b>1,854</b>	<b>1,188</b>	<b>(666)</b>	<b>0</b>	<b>641</b>	<b>0</b>	<b>1,829</b>	<b>(25)</b>
<b>Total : Services (Excl DSG)</b>	<b>572,171</b>	<b>317,037</b>	<b>322,013</b>	<b>4,760</b>	<b>473</b>	<b>(5,985)</b>	<b>0</b>	<b>316,285</b>	<b>(751)</b>

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	£000	£000	£000	£000	£000	£000	£000	£000	£000
Financial Services	4,064	584	505	(79)	0	0		505	(79)
Financing Transactions (Borrowing and Investments)	15,969	15,593	13,500	(2,093)	0	0	2,093	15,593	0
MRP	10,782	10,782	6,700	(4,082)	0	0	4,082	10,782	0
Contributions and Precepts	259	259	259	0	0	0		259	0
Pension Fund Backfunding Liabilities	4,401	4,401	4,730	329	0	0		4,730	329
Miscellaneous Whole Organisation Services	608	358	214	(144)	0	0		214	(144)
New Homes Bonus Grant Income	0	(2,614)	(2,614)	0	0	0		(2,614)	0
COVID-19	0	0	0	0	0	0		0	0
Whole Organisation - Contingency	431	431	0	(431)	0	0	223	223	(208)
<b>Finance / Corporate Items</b>	<b>36,514</b>	<b>29,794</b>	<b>23,294</b>	<b>(6,500)</b>	<b>0</b>	<b>0</b>	<b>6,398</b>	<b>29,692</b>	<b>(102)</b>
Organisation Review	(1,692)	(1,692)	(706)	1,692	0	0		0	1,692
Other General Covid-19 Pressures	0	0	0	0	0	0		0	0
Commercial Savings	0			0	0	0		0	0
Financial Risk Reserve	0			(706)	0	0		(706)	(706)
<b>Non-Assigned Items</b>	<b>(1,692)</b>	<b>(1,692)</b>	<b>(706)</b>	<b>986</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(706)</b>	<b>986</b>
<b>Funding - Transfer To/(From) Reserves</b>	<b>1,112</b>	<b>1,112</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>1,112</b>	<b>0</b>
<b>Total (Excl DSG)</b>	<b>608,105</b>	<b>346,251</b>	<b>344,600</b>	<b>(754)</b>	<b>473</b>	<b>(5,985)</b>	<b>6,398</b>	<b>346,383</b>	<b>132</b>
Council Tax	(279,130)	(279,130)	(279,130)	0				(279,130)	0
Collection Fund (Surplus) / Deficit	(2,820)	(2,820)	(2,820)	0				(2,820)	0
Business Rates Reserve	(500)	(500)	(500)	0				(500)	0
Business Rates Retention Scheme	(63,801)	(63,801)	(63,801)	0				(63,801)	0
<b>Total - Funding</b>	<b>(346,251)</b>	<b>(346,251)</b>	<b>(346,251)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(346,251)</b>	<b>0</b>
<b>Grand Total - Services and Funding (Excl DSG)</b>	<b>261,853</b>	<b>(0)</b>	<b>(1,651)</b>	<b>(754)</b>	<b>473</b>	<b>(5,985)</b>	<b>6,398</b>	<b>132</b>	<b>132</b>
Total Dedicated Schools Grant (DSG)	237,079	0	1,917	1,917	0	0	(1,917)	0	0
<b>Total</b>	<b>498,932</b>	<b>(0)</b>	<b>266</b>	<b>1,163</b>	<b>473</b>	<b>(5,985)</b>	<b>4,481</b>	<b>132</b>	<b>133</b>

**P6 P6 Outturn Forecast - 2020/21 SLT Revenue Budget Monitoring Forecast by Service**
**Directorate Variances over £250,000**

<b>Subtotal</b>	<b>21,942</b>	<b>16,361</b>	<b>(5,581)</b>	<b>-25%</b>
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S/H	Dir.	Service	Budget £000	Projection £000	Variance £000	Variance %	Comment
S	PEOPLE	Learning Disabilities	61,111	62,099	988	1.6%	Increase costs of placement costs
S	PEOPLE	Mental Health	17,048	17,771	723	4.2%	Reduction in domiciliary placement numbers compared to budgeted level with an increase in more expensive residential placements
S	PEOPLE	Older People	62,776	61,587	(1,189)	-1.9%	Reduction in placement numbers compared to budgeted level
S	PEOPLE	Physical Disabilities	15,980	15,132	(848)	-5.3%	Reduction in placement numbers compared to budgeted level
S	PEOPLE	Support Services	(16,743)	(16,411)	332	-2.0%	Reduction in income
H	PEOPLE	Adult Provider Services	9,299	9,547	247	2.7%	Reflects overspends at Howbury of £0.254m, £0.145m Worth Crescent due to additional overtime and agency based on demand and £0.136m reduced income on Side by Side relating to numbers of clients, offset by vacancies in Side by Side.
S	PEOPLE	Strategic Libraries	4,955	4,658	(297)	-6.0%	A full review of the Libraries staffing has been carried out following a restructure of management. There has also been a full review of the Hive position which has identified a number of underspends as a result of costs not being incurred during the period the Hive was closed.
S	E&I	Infrastructure & Assets	6,146	5,896	(250)	-4.1%	There are a number of vacant posts across all of the teams within Infrastructure and Assets and the Road Lighting Team resulting in forecast underspend of £0.320m offset by consultants employed to cover some of the work at a cost of £0.065m
S	E&I	Planning & Regulation	908	1,215	307	33.8%	Largely due to transport planning, specifically Development Control due to use of consultants to cover vacant posts for review of applications, additional redundancy costs, and non-delivery of a savings target
S	COACH	Property Services	715	318	(396)	-55.5%	Underspend on Jacobs contract & PPL passthrough property costs
S	CFC	DSG - High Needs Pupils	52,136	54,096	1,960	3.8%	Additional cost of high needs
S	CFC	DSG - Dedicated Schools Grant	(221,903)	(223,820)	(1,917)	0.9%	Additional DSG Income
S	FIN	Financing Transactions (Borrowing and Investments)	15,593	13,550	(2,043)	-13.1%	Temporary impact of deferring borrowing costs
S	FIN	MRP	10,782	6,700	(4,082)	-37.9%	Lower MRP charge from current MRP policy and capital expenditure slippage
S	FIN	Pension Fund Backfunding Liabilities	4,401	4,730	329	7.5%	Cash impact of prepayment - note this is more that offset by cash impact of borrowing costs (above)
S	FIN	Whole Organisation - Contingency	431		(431)	-100.0%	Use of corporate contingency to offset service costs
S	NON	Organisation Review	(1,692)		1,692	-100.0%	deferral of savings programme
S	NON	Financial Risk Reserve		(706)	(706)	0.0%	risk reserve transfer

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<b>P6</b>	<b>P6 Outturn Forecast - 2020/21 SLT Revenue Budget Monitoring Forecast by Service</b>
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**Transfers To Capital**

<b>Subtotal</b>	<b>473</b>
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S/H	Dir.	Service	Trf to Capital £000	Capitalisation - Detail
S	E&I	Strategic Land & Economy	10	Delivery of Economic Development
S	E&I	Project Delivery	128	General E&I project delivery
S	E&I	Operations, Highways and PROW	(103)	Countryside Access
S	E&I	Transport Operations	60	Transportation Services overheads
S	E&I	Planning & Regulation	140	Strategic Planning management
S	E&I	Network Control	18	Higher than anticipated capitalisation of salaries in network control
S	COACH	Legal and Democratic Services	21	Increased capitalisation of salaries due to project work
S	COACH	Property Services	11	Increased capitalisation of salaries due to project work
S	COACH	Digital, IT and Customer Services	(104)	Decreased capitalisation due to savings in staffing
S	COACH	Programme Office	134	Increased capitalisation of salaries due to project work
S	CEX	Chief Executive	159	Capitalisation of core programme office team - no spend

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<b>P6</b>	<b>P6 Outturn Forecast - 2020/21 SLT Revenue Budget Monitoring Forecast by Service</b>
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**Additional Use of Reserves**

<b>Reserves</b>	<b>Subtotal</b>	<b>(5,985)</b>
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S/H	Dir.	Service	Additional Use of Reserves £000	Additional Use of Reserves - Detail
S	PEOPLE	Support Services	(385)	
S	PEOPLE	Public Health Grant Funded Services	641	Reserve to be used to support in year PH expenditure from the ringed fenced reserves which is made up of prior year unused grant
S	E&I	Strategic Land & Economy	(1,142)	Use of £1.051m of Open for Business and £0.090m for Local Authority Business Growth Initiative
S	E&I	Waste management	(3,843)	Additional use of Waste Reserves - does not reflect an expected contribution in at year end of £4.610m in my reserve table
S	E&I	Project Delivery	16	M5 Adjustment to Broadband reserve
S	E&I	Planning & Regulation	(471)	M5 Minerals Plan
S	COACH	Legal and Democratic Services	79	£30k use of PPI reserve. £109k reduced use of Councillors Divisional Fund
S	COACH	Commercial, Management Information & Research	(43)	Transformation Fund drawdown - Core Commercial Team & Research. £79k removed as manual adj
S	COACH	Digital, IT and Customer Services	(100)	Transformation Fund drawdown - CIMU
S	COACH	Programme Office	(482)	to be reviewed use of reserve or grant funding to support this expenditure
S	CEX	HR - Core	45	Use of HR Restructuring Fund reduced
S	CFC	WCF Contract	(300)	Transfer from Financial Risk Reserve to fund WCF pay uplift costs

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**P6 P6 Outturn Forecast - 2020/21 SLT Revenue Budget Monitoring Forecast by Service**

**Proposed Carryforwards**

<b>C/fwd</b>	<b>Subtotal</b>	<b>4,481</b>
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S/H	Dir.	Service	Cfws	Carry Fwds - Detail
			£000	
S	CFC	DSG - Dedicated Schools Grant	(1,917)	Overspend of High Needs DSG
S	FIN	Financing Transactions (Borrowing and Investments)	2,093	to review at end of year, potentially to add to Financial Risk Reserve or to cover additional COVID-19 spend in year
S	FIN	MRP	4,082	to review at end of year, potentially to add to Financial Risk Reserve or to cover additional COVID-19 spend in year
S	FIN	Whole Organisation - Contingency	223	to review at end of year, potentially to add to Financial Risk Reserve or to cover additional COVID-19 spend in year

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## 2020/21 MTFP SAVINGS RAG RATINGS

Directorate	Unique Reference No.	Area	Transformation Reforms - New Proposed Reforms/Existing Reforms and Accounting Adjustments/Alternative Sources of Funding	2019/20 MTFP b/f £'000s	In year Savings target (not in MTFP)	20/21 MTFP Savings Target £'000s	20/21 Total Savings Target £'000s	20/21 Delivered £'000s	20/21 On Target £'000s	20/21 Amber £'000s	20/21 Red £'000s	Delay due to COVID
WCF	WCF 1	Placements & Provision	Housing Support contract review			56	56		56	0	0	N
WCF	WCF 2	Early Help & Partnerships	Commissioning Service Review			75	75		75			N
WCF	WCF 3	Safeguarding Locality Teams	Adoption Group Manager post and Overnight Short Breaks service			206	206		206			N
WCF	WCF 4	Home to School & Colleg Transport	Post 16 education transport inflationary increase			100	100				100	Y
E&I	E&I 1	Infrastructure	County Enterprises efficiencies			30	30				30	Y
E&I	E&I 2	Various	Delaying of management and removal of posts. This will be carried out through consultation with the recognised Trade Unions and staff as per the Council's HR policies and practices.			830	830		35		795	Y
E&I	E&I 3	Various	Further Lean systems review following the reorganisation to review end-to end processes and practices			500	500			0	500	Y
CoaCh	CoaCh 1	Legal & Democratic Services	Review of processes, income generation and structure within Legal services. Where required consultation will take place with staff and the recognised trade unions using the Councils HR policies and practices.			70	70		70			N
CoaCh	CoaCh 2	Management Information and Research (MIAR)	A redesign of the provision, collation and use of data across the organisation. The Council currently has several teams that manage, collect and report on data. This proposal looks to redesign the way that works and to pull together under one team to better manage information and improve the intelligence of decision making and use of information. This will require a restructure and will involve consultation with staff following the Trade Unions Councils HR policies and practices.			180	180				180	Y
CoaCh	CoaCh 3	ICT	Review of processes, income generation and structure within IT services. Where required consultation will take place with staff and the recognised trade unions using the Councils HR policies and practices.			60	60		60			N
CoaCh	CoaCh 4	Property	Rationalise property maintenance costs (2021/22)				-					N
HR	HR 1	HR & OD	Review of processes, income generation and structure within HR and OD. Where required consultation will take place with staff and the recognised trade unions using the Councils HR policies and practices.			405	405		405			Y
HR	HR 2	Engagement and Communications	Review of processes, income generation and structure within Engagement and Communications services. Where required consultation will take place with staff and the recognised trade unions using the Councils HR policies and practices.			250	250				250	Y

## 2020/21 MTFP SAVINGS RAG RATINGS

Directorate	Unique Reference No.	Area	Transformation Reforms - New Proposed Reforms/Existing Reforms and Accounting Adjustments/Alternative Sources of Funding	2019/20 MTFP b/f £'000s	In year Savings target (not in MTFP)	20/21 MTFP Savings Target £'000s	20/21 Total Savings Target £'000s	20/21 Delivered £'000s	20/21 On Target £'000s	20/21 Amber £'000s	20/21 Red £'000s	Delay due to COVID
HR	HR 3	Occupational Health	Support for Occupational Health from Public Health Ring-fenced Grant (PHRG). This will not constitute a reduction in service delivery as it is merely a change in funding for the operations. It has been identified that these areas should demonstrate a direct positive impact on the health and well-being of staff and the public and therefore meets the criteria for use of PHRG.			160	160	160				N
PEOPLE	PEOPLE 1	People Services Staffing	Review of processes, income generation and structure within People Services. Where required consultation will take place with staff and the recognised trade unions using the Councils HR policies and practices.			830	830	606			224	Y
PEOPLE	PEOPLE 2	Provider Service	Provider Service Review in order to develop an optimum model for one service that will provide reablement focused care and support across the current pathway one teams and the intended community teams.			500	500		500			Y
PEOPLE	PEOPLE 3a	Community Reablement and Stay at Home Service	Demand management opportunities to mitigate the growth in numbers, cost and complexity of people within the adult services by the development of the community reablement and stay at home service, use of assistive technology, more effective commissioning of external placements and improvements to access to services using digital technology.			440	440			200	240	Y
PEOPLE	PEOPLE 3b	Digital and Front Door re-design	Demand management opportunities to mitigate the growth in numbers, cost and complexity of people within the adult services by the development of the community reablement and stay at home service, use of assistive technology, more effective commissioning of external placements and improvements to access to services using digital technology.			100	100		100			Y
PEOPLE	PEOPLE 3c	Assistive Technology	Demand management opportunities to mitigate the growth in numbers, cost and complexity of people within the adult services by the development of the community reablement and stay at home service, use of assistive technology, more effective commissioning of external placements and improvements to access to services using digital technology.			200	200		200			N
PEOPLE	PEOPLE 3d	Block Purchasing Nursing Care Home Beds	Demand management opportunities to mitigate the growth in numbers, cost and complexity of people within the adult services by the development of the community reablement and stay at home service, use of assistive technology, more effective commissioning of external placements and improvements to access to services using digital technology.			115	115				115	Y
PEOPLE	PEOPLE 4	Direct Payments	Reduce Budget Contingency for Direct Payments			250	250		250			Y
PEOPLE	PEOPLE 5	Commissioning Staff	Contribution to additional commissioning staff by the use of Public Health Ring-Fenced Grant (PHRG). This will not constitute a reduction in service delivery as it is merely a change in funding for the relevant staff			60	60	60				N
PEOPLE	PEOPLE 6	Care Packages	Reviews of current care packages - increasing independence – full year effect of 2019/20 saving			130	130				130	Y
PEOPLE	PEOPLE 7	CHC Funding	Continuing Health Care funding is available to some individuals who have a nursing rather than social care need – the project aims to ensure that individuals who are entitled to CHC receive services through health funding streams – full year effect of 2019/20 saving.			500	500			125	375	Y



## 2020/21 MTFP SAVINGS RAG RATINGS

Directorate	Unique Reference No.	Area	Transformation Reforms - New Proposed Reforms/Existing Reforms and Accounting Adjustments/Alternative Sources of Funding	2019/20 MTFP b/f £'000s	In year Savings target (not in MTFP)	20/21 MTFP Savings Target £'000s	20/21 Total Savings Target £'000s	20/21 Delivered £'000s	20/21 On Target £'000s	20/21 Amber £'000s	20/21 Red £'000s	Delay due to COVID
PEOPLE	PEOPLE 8	Benefit maximisation	In partnership with DWP/Voluntary sector partners support people to maximise their entitlement to benefits; to help promote health and wellbeing whilst aiding independent living. This will increase the amount that people can contribute to their care – full year effect of 2019/20 saving.			170	170	170				N
PEOPLE	PEOPLE 9	Community Solutions Fund	Planned reduction of the one-year community solutions fund to £45,000			100	100	100				N
PEOPLE	PEOPLE 10	Communities - Libraries	Library efficiencies identified in previous years which involves the transformation of library service delivery models which puts emphasis on engaging local communities, implementing new technologies and service delivery models.			205	205		139	16	50	Y
PEOPLE	PEOPLE 11a	Coroners & Registrars	Support for Adult Learning (£0.211m), Positive Activities (£0.65m), Coroners (£0.130m) from Public Health Ring-fenced Grant (PHRG). This will not constitute a reduction in service delivery as it is merely a change in funding for the operations. It has been identified that these areas should demonstrate a direct positive impact on the health and well-being of staff and the public and therefore meets the criteria for use of PHRG.			130	130	130				N
PEOPLE	PEOPLE 11b	Communities - Adult Learning				211	211	211				N
PEOPLE	PEOPLE 11c	Communities - Positive Activities				65	65	65				N
PEOPLE	PEOPLE 12	Public Health - Trading Standards	Support for Trading Standards through use of the Public Health Ring-fenced Grant (PHRG) as it has been identified that the benefits delivered by this service have a direct impact on health and well-being of the public. This is not a reduction in delivery of the service, just a change in funding. There is also a proposal to enhance the level of trading standards activities through further use of PHRG.			172	172	172				N
PEOPLE	PEOPLE 13	Historic Chs - Education Services	Contract Review - A review of the contract relating to provision of support for education services. A review of the contract relating to provision of support for education services.			87	87	87				N
PEOPLE	PEOPLE 14	Public Health - Scientific Services	Scientific Services full year effect			142	142	142				N
Fin	Fin1	Financial Services	Following work as part of the 2019/20 redesign proposals we will be centralising financial transactions around requisitioning and income management. There are several opportunities to manage spend and improve cash collection / reduce bad debt levels.			150	150		150			Y

