

Budget Review 2021/22 – 2025/26

**Finance & Performance
Scrutiny Panel**

5th November 2020



Agenda - 5th November

- Budget Context/Strategy
- 2021/22 - 2025/26 Budget and MTFP information
- Overview of assumptions and risks for
 - Funding
 - Spending
- Detailed review of savings and income generation (October Cabinet)

Budget Context / Strategy

- Council Plan theme - "Financial resilience and good governance"
- Focus on resilient budget
 - Realistic savings
 - Reducing use of capital receipts
 - Fixing historic budget pressures
 - Ensuring pressures, e.g. demographics considered
 - Increased scrutiny; transparent budget monitoring
 - Ten-year capital and Treasury Strategy
 - Culture - "Everyone's responsibility"

Budget Approach

- New approach to identify both efficiencies and service reductions.
- There were six efficiency themes:
 - i. Demand management covering Adult Social Care, Children's Social Care and Housing & Homelessness
 - ii. Digitalisation
 - iii. Property and Assets
 - iv. Capital
 - v. Commercial; and
 - vi. Organisation Structure.

Budget Approach

- A series of fourteen Theme workshops across July and August with further work undertaken in priority areas to develop the output into budget proposals
- Alongside the output from the Theme workshops officers have also started working through potential service reductions
- Both are ongoing areas of work to identify further opportunities

Slide Deck Responds to a Series of Self-Check Questions

- Does the budget include overly prudent or overly generous assumptions that places this budget at risk?
 - Are the funding assumptions reasonable?
 - Are the spending assumptions reasonable?
 - What risks are in the budget?
 - Are the proposed savings realistic?

Budget position before and after Covid-19

	2021/22 excluding impact of Covid-19 £m	2021/22 including impact of Covid-19 £m	Impact £m	Comments
Funding changes	0.073	12.475	12.402	Council tax support and the 2020/21 collection fund deficit brought forward
Commitments/ growth etc.	14.397	18.397	4.000	Impact of lost income and anticipated increase in social care costs
Prior year savings	(2.752)	(2.752)	0.000	
New savings (October)	(7.313)	(7.313)	0.000	
Gap	4.405	20.807	16.402	
New Savings (December)	(2.690)	(2.690)	0.000	
Revised Gap	1.715	18.117	16.402	

- This next section includes a series of slides setting out the budget build:
 - (1) Overview/Summary
 - (2) Funding Assumptions
 - (3) Spending Assumptions
- Followed by a focus on savings and income proposals – Directors will be attending to answer specific questions on these

(1) Summary budget position over the 5 year MTFP period

	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£m	£m	£m	£m	£m	£m
Funding changes	12.475	(4.906)	(4.172)	(10.833)	(2.440)	(9.876)
Spending increases	18.397	13.356	12.245	15.428	11.654	71.080
Existing savings	(2.752)	(1.602)	(2.227)	(1.925)	0.000	(8.506)
October Savings	(7.313)	(0.250)	0.000	0.000	0.000	(7.563)
Gap as at October	20.807	6.598	5.846	2.670	9.214	45.137
December Savings draft	(2.690)	(0.050)	(0.050)	(0.050)	(0.050)	(2.890)
Gap	18.117	6.548	5.796	2.620	9.164	42.245

(2) Funding assumptions over the 5 year MTFP period

	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£m	£m	£m	£m	£m	£m
Government Grants	1.142	1.128	1.161	0.903	0.894	5.228
Business Rates	0.000	0.000	0.000	0.000	0.000	0.000
Council Tax Base	(0.682)	(0.682)	(0.681)	(0.682)	(0.682)	(3.409)
Council Tax Rate 2%	(2.652)	(2.652)	(2.652)	(2.652)	(2.652)	(13.260)
Covid19 collection fund deficit	6.402	0.000	0.000	(6.402)	0.000	0.000
Collection Fund	0.700	(0.700)	0.000	0.000	0.000	0.000
Covid19 - Council Tax Support	6.000	(2.000)	(2.000)	(2.000)	0.000	0.000
Prior Year Use of Reserves reversed	1.565	0.000	0.000	0.000	0.000	1.565
Total	12.475	(4.906)	(4.172)	(10.833)	(2.440)	(9.876)

Medium Term Financial Planning

Assumptions

- Government Settlement only for one year
- Government funding broadly flat – assumed reduction in New Homes Bonus and Housing Benefit Admin Subsidy Grant
- Council Tax base – small increase based on number of homes less discounts – checked using October 2020 data
- Increase in Council Tax of 1.99%
- Increase in Council Tax Support of £6m (52,800 furloughed; £2m increase is c1400 clients)
- 2020/21 Collection Fund – 3 year write off per govt

Self check questions to ensure a robust budget is delivered

- Are the funding assumptions balanced?
 - Prudent estimates have been made so as not to overstate likely funding
 - Based on current information on Covid19 government funding – i.e. spread the 2020/21 deficit over three years and no funding for Council Tax Support increases
 - Government announcements are still awaited around issues such as the level of council tax increase permitted without holding a referendum and also whether the Adult Social Care Precept can be levied in 2021/22
 - No information is expected until late November on the settlement

Self check questions to ensure a robust budget is delivered - Risks

- Council Tax Support – over or understated cost pressures – currently assumes this reduces over three years
- Business failing impacting on income
- Debt increases from non-payment

(3) Spending assumptions over the 5 year MTFP period

	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£m	£m	£m	£m	£m	£m
Inflation	7.211	7.235	7.261	7.287	7.313	36.307
Investment	0.360	0.410	0.150	0.150	0.150	1.220
Demography:						
Adult Social Care	2.058	2.058	2.058	2.058	2.058	10.290
Children's	0.750	0.750	0.750	0.750	0.750	3.750
SEN Transport	0.630	0.630	0.630	0.630	0.630	3.150
Pressures	0.485	0.000	0.000	0.000	0.000	0.485
Covid19 pressures	4.000	(2.000)	(2.000)	0.000	0.000	0.000
Capital Financing	2.709	3.520	2.643	3.800	0.000	12.672
Levies	0.194	0.753	0.753	0.753	0.753	3.206
Total	18.397	13.356	12.245	15.428	11.654	71.080

Spending assumptions over the 5 year MTFP period

- Provision also made for pay awards and inflation (both general and for contracts where known)
- Demographic pressures included for all 5 years of the MTFP in SEN Transport, Children's and Adult Social Care – reviewed during year
- Revenue implications of the Council's capital financing fully included in the MTFP
- Other known and unavoidable service pressures as well as some targeted investment in priority services are included

Spending assumptions over the 5 year MTFP period

- Covid19 pressures – cost of pupil transport circa £1m in a full year; ongoing loss in sales fees and charges of £3m

Self check questions to ensure a robust budget is delivered

- Are the spending assumptions reasonable?
 - Best known information at this time is used and refreshed
 - Contingency of £3m in the Corporate budget supports risks
 - To be refreshed in December (e.g. Treasury Management report)
 - Refreshed for emerging budget pressures
 - Pressures reviewed for five years (not just one year)

Self check questions to ensure a robust budget is delivered - Risks

- Number of potential Covid19 Social Care cost pressures have not been recognised or quantified
- Second-wave not factored in
- Uncertainties make this difficult to quantify
- Ongoing review of demographics
- Need to explore the long term cost impact of homelessness

Detailed Focus on Savings to October Cabinet

Format of savings summary slides

- One slide per saving
- Information provided includes:
 - Extended narrative
 - Financial context, service budget etc.
 - Staff implications
 - Equality Impact Assessment
 - Key milestones
 - Risk to delivery
- Explanation of each of these areas is provided in the following slides

Descriptions of the key areas covered

- Extended narrative – further detail of the savings proposal to provide greater understanding of how it will be achieved
- Financial context – information on the size of the budget against which savings are being made to provide some context on the significance of the saving to the service area
- Staff implications – quantifying how many staff would be impacted by a savings proposal both in terms of Full Time Equivalent and Headcount numbers

Descriptions of the key areas covered

- Equality Impact Assessment – all savings must be assessed for their impact on staff, service users and the wider community, access to services etc. Any savings proposals which have a significant impact must have an EqIA completed by the service proposing the saving
- Key milestones – details of any key sub-activities which must be achieved to deliver the savings proposals, and timescales for these sub-activities
- Risk to delivery – any potential issues which may reduce the level of savings possible and/or delay implementation of the activities needed to deliver the savings

CEX 21-22 S01 – Service Restructures

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	11.385						
<u>Savings</u> / Additional Income	(0.800)					13.00	13.00
Budget After Saving	10.585						
% of budget saved	7.0%						

Item	Comments
Further details of saving:	A review across the Chief Executive service to deliver efficiencies, the £11.385m is the net budget for the Chief Executive.
EQIA Status:	Completed
Key Milestones:	
Risk to Delivery:	Any delays in the implementation of restructures.

People 21-22 S01 – Recommissioning & Procurement Efficiencies

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	5.865						
<u>Savings</u> / Additional Income	(0.190)					0.00	0.00
Budget After Saving	5.675						
% of budget saved	3.2%						

Item	Comments
Further details of saving:	Contracts in Adult Social Care will be recommissioned, resulting in savings and efficiencies. £5.8m is the gross budget for the specific contracts being recommissioned.
EQIA Status:	Pending
Key Milestones:	Start procurement process, notify existing providers and CCG and undertake tendering process.
Risk to Delivery:	Medium



People 21-22 S02 – Reduced cost of Deprivation of Liberty Safeguards (DoLS)

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	0.169						
<u>Savings</u> / Additional Income	(0.025)					0.00	0.00
Budget After Saving	0.144						
% of budget saved	14.7%						

Item	Comments
Further details of saving:	A new assessment process which will improve the efficiency of processing DoLS applications, with £0.169m the gross cost of the use of specialists in the current process.
EQIA Status:	Pending
Key Milestones:	None
Risk to Delivery:	None



People 21-22 S03 – Adult Social Care Income

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	(21.822)						
Savings / <u>Additional Income</u>	(0.120)					0.00	0.00
Budget After Saving	(21.942)						
% of budget saved	0.6%						

Item	Comments
Further details of saving:	Adult Social Care services are means tested with some exceptions and fees and charges are reviewed annually. The increased income will contribute towards this saving. £21.8m is the gross income budget for ASC fees and charges.
EQIA Status:	Pending
Key Milestones:	Fees and charges are annually reviewed together with charging policies for ASC.
Risk to Delivery:	Low

People 21-22 S04 – IWE Senior Management Restructure

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	0.362						
<u>Savings</u> / Additional Income	(0.180)					6.00	6.00
Budget After Saving	0.182						
% of budget saved	50.3%						

Item	Comments
Further details of saving:	A new senior leadership structure is in place for services previously managed under IWE Ltd. Part year savings in 2020/21 of £0.120m have already been achieved and the £0.362m reflects the gross costs for Senior Management.
EQIA Status:	Not required
Key Milestones:	None
Risk to Delivery:	None



People 21-22 S05 – Adult Social Care staff reduction

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	15.848						
<u>Savings</u> / Additional Income	(0.750)					18.00	20.00
Budget After Saving	15.098						
% of budget saved	4.7%						

Item	Comments
Further details of saving:	The saving will be achieved based on identified staffing posts within Adult Social Care. Will be delivered by reducing agency staff. The £15.848m reflects total salaries budget across ASC excluding IWE which is a separate saving (People 21-22 S04).
EQIA Status:	Pending
Key Milestones:	None
Risk to Delivery:	Low



People 21-22 S06 – Maximise use of block contracts and in-house services (ASC)

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	2.888						
<u>Savings</u> / Additional Income	(0.389)					0.00	0.00
Budget After Saving	2.499						
% of budget saved	13.5%						

Item	Comments
Further details of saving:	Maximise use of block beds in residential and nursing; increase use of Adult Placements to reduce respite spend; maximise in-house provision and reduce out of borough placements. The £2.9m reflects the gross expenditure for these block contracts.
EQIA Status:	Pending
Key Milestones:	None
Risk to Delivery:	None



People 21-22 S07 – Reduction in Learning Disabilities Care Purchasing costs

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	24.798						
<u>Savings</u> / Additional Income	(0.325)					0.00	0.00
Budget After Saving	24.473						
% of budget saved	1.3%						

Item	Comments
Further details of saving:	Crashpad development and increased places in day care, positive behaviour support and Referral Assessment Services savings. £24.798m is the gross expenditure on LD care purchasing less CCG health care income and other grant funding.
EQIA Status:	Pending
Key Milestones:	None
Risk to Delivery:	These services are demand led.



People 21-22 S08 – Use of Technology (Demand Management)

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	24.798						
<u>Savings</u> / Additional Income	(0.040)					0.00	0.00
Budget After Saving	24.758						
% of budget saved	0.16%						

Item	Comments
Further details of saving:	Additional use of Assistive Technology. Saving is expected to be achieved within the £24.798m LD care purchasing gross budget.
EQIA Status:	Not required
Key Milestones:	None
Risk to Delivery:	None

People 21-22 S09 – Staff Reductions in the Commissioning & Smoking Cessation Teams

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	1.507						
<u>Savings</u> / Additional Income	(0.100)					2.00	2.00
Budget After Saving	1.407						
% of budget saved	7.0%						

Item	Comments
Further details of saving:	Public Health – Staff Reductions in the Commissioning Team (now integrated with the Adult Social Care Team) and the Smoking Cessation Team. £1.507m is the gross staff budget across Public Health.
EQIA Status:	Not required
Key Milestones:	None
Risk to Delivery:	None



People 21-22 S10 – Care Leavers commissioning and benefit maximisation

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	3.068						
Savings / Additional Income	(0.500)					0.00	0.00
Budget After Saving	2.568						
% of budget saved	16.3%						

Item	Comments
Further details of saving:	The saving will be achieved through maximising the receipt of housing benefits and reducing accommodation costs for Care Leavers.
EQIA Status:	Completed
Key Milestones:	1 - Progressing partnership working with Housing Gateway to identify suitable shared accommodation for care leavers prior to them receiving their first tenancy. 2-Enrolling all eligible care leavers to the benefit system to ensure the receipt of housing benefits.
Risk to Delivery:	The accommodation through Housing Gateway is yet to be identified. Also, some Care Leavers not claiming benefits despite being eligible.



People 21-22 S11 – Review of threshold in financial assessment of new Special Guardians

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	2.678						
<u>Savings</u> / Additional Income	(0.080)					0.00	0.00
Budget After Saving	2.598						
% of budget saved	3.0%						

Item	Comments
Further details of saving:	Review of financial assessment policy to bring in line with consortium partners. The base budget of £2.678m is the gross expenditure budget for SGO allowances.
EQIA Status:	Completed
Key Milestones:	Develop a new policy.
Risk to Delivery:	This function may transfer to the Regional Adoption Agency and be subject to further review.



People 21-22 S12 – Service Restructure – Service Reduction (excluding frontline staff)

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	24.701						
<u>Savings</u> / Additional Income	(0.500)					TBC	TBC
Budget After Saving	24.201						
% of budget saved	2.0%						

Item	Comments
Further details of saving:	Reorganisation of the services, amalgamating some service areas, less duplication leading to reduction in staffing requirement. The £24.701m base budget is the gross salaries budget for the Children's and Families services.
EQIA Status:	Completed
Key Milestones:	Restructure report approved by HR Board
Risk to Delivery:	Demand led services that may be further impacted by economic factors.



People 21-22 S13 – Children in Care - Reduction

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	7.384						
<u>Savings</u> / Additional Income	(0.210)					0.00	0.00
Budget After Saving	7.174						
% of budget saved	2.8%						

Item	Comments
Further details of saving:	The saving is based on an estimated annual cost of five agency fostering placements. The £7.384m base budget is the gross expenditure budget for external child care placements.
EQIA Status:	Completed
Key Milestones:	Successful recruitment of Edge of Care team.
Risk to Delivery:	COVID-19 and economic downturn leading to higher Looked After Children (LAC) numbers than anticipated.



People 21-22 S14 – Education Psychology Service – funded by Dedicated Schools Grant

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	0.612						
Savings / <u>Additional Income</u>	(0.100)					0.00	0.00
Budget After Saving	0.512						
% of budget saved	16.3%						

Item	Comments
Further details of saving:	Grant substitution. The £0.612m is the net EPS budget, where gross expenditure is £2.176 and gross income is £1.565m.
EQIA Status:	Not required
Key Milestones:	None
Risk to Delivery:	None, although may result in additional pressure on the Dedicated Schools Grant – High Needs Block.

People 21-22 S15 – Children’s Centres – Reduction in Service

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	0.988						
Savings / Additional Income	(0.050)					0.00	0.00
Budget After Saving	0.938						
% of budget saved	5.1%						

Item	Comments
Further details of saving:	The saving is a reduction in the commissioning budget. More provision will be delivered through online support.
EQIA Status:	Completed
Key Milestones:	None
Risk to Delivery:	None

People 21-22 S16 – Careers Service – Reduction in Service

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	0.307						
<u>Savings</u> / Additional Income	(0.046)					1.00	0.00
Budget After Saving	0.261						
% of budget saved	15.0%						

Item	Comments
Further details of saving:	Deletion of vacant post. The £0.307m is the net service budget, with gross expenditure of £0.447m and gross income of £0.140m.
EQIA Status:	Completed
Key Milestones:	None
Risk to Delivery:	None

Place 21-22 S01 – Reduce building maintenance

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	1.846						
<u>Savings</u> / Additional Income	(0.500)					0.00	0.00
Budget After Saving	1.346						
% of budget saved	27.0%						

Item	Comments
Further details of saving:	Reduce building maintenance, limit maintenance to Health & Safety Items only. The £1.846m is the gross expenditure budget for building maintenance.
EQIA Status:	Completed
Key Milestones:	Agree planned maintenance budget by December 2020.
Risk to Delivery:	Unforeseen equipment or building failure.



Place 21-22 S02 – Morson Road rent review

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	1.142	0.942	0.942	1.050	1.200		
Savings / Additional Income	(0.200)	0.000	0.108	0.150	0.000	0.00	0.00
Budget After Saving	0.942	0.942	1.050	1.200	1.200		
% of budget saved	18.0%						

Item	Comments
Further details of saving:	Rent review settled below expected level. The figures for 2023/24 onwards assumes a 2023 rent review estimate. The £1.142m is the gross budget for the Morson Rd rent.
EQIA Status:	Completed
Key Milestones:	None
Risk to Delivery:	None



Place 21-22 S03 – Facilities Management review

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	3.102						
<u>Savings</u> / Additional Income	(0.400)					8.00	8.00
Budget After Saving	2.702						
% of budget saved	13.0%						

Item	Comments
Further details of saving:	Following a review of the services provided through Facilities Management (FM) various service savings have been identified across Post, HelpDesk, Porters and building closures
EQIA Status:	Completed
Key Milestones:	Agreement to combine both post and print functions into one service. Agreement and transfer of knowledge to facilitate one helpdesk. Closure of buildings and a timely exit from leases to help realise true savings. Also, it is not currently known if post building closure there will be a period of continued support from FM i.e. security and keyholding.
Risk to Delivery:	Estimated redundancy costs of circa £120k Reluctance to change



Place 21-22 S04 – Bring forward operational property consolidation

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	7.342						
<u>Savings</u> / Additional Income	(0.390)					0.00	0.00
Budget After Saving	6.952						
% of budget saved	5.3%						

Item	Comments
Further details of saving:	Operational savings (i.e. utilities, rates etc) derived from the Build the Change programme, i.e. due to consolidation of operational properties and terminating of leases. The £7.342m represents the gross expenditure budget for operational property.
EQIA Status:	Completed
Key Milestones:	None
Risk to Delivery:	Delay in sale of John Wilkes House leading to additional security costs



Place 21-22 S05 – Close Canteen

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	0.018						
Savings / Additional Income	(0.018)					8.00	8.00
Budget After Saving	0.000						
% of budget saved	100.0%						

Item	Comments
Further details of saving:	Staff Canteen closed during COVID-19 and it will not be reopened. This will remove both the £0.290m gross expenditure and gross income of £0.272m budgets, saving a net £0.018m.
EQIA Status:	Completed
Key Milestones:	Completion of redundancy consultation November 2020.
Risk to Delivery:	None anticipated



Place 21-22 S06 – CMFM reduction in agency staff

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	3.124						
<u>Savings</u> / Additional Income	(0.125)					0.00	0.00
Budget After Saving	2.999						
% of budget saved	4.0%						

Item	Comments
Further details of saving:	Reduction in Agency Staff in CMFM. Replacement of high cost agency and consultant staff with fixed term posts against a gross salary budget of £3.124m.
EQIA Status:	Completed
Key Milestones:	Advertisement and recruitment to remaining posts by December 2020.
Risk to Delivery:	Failure to complete recruitment process.



Place 21-22 S07 – Planning – expand services

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	(2.395)						
Savings / Additional Income	(0.150)					0.00	0.00
Budget After Saving	(2.545)						
% of budget saved	6.3%						

Item	Comments
Further details of saving:	Additional income generated through expansion of existing services including the paid-for pre-application service; Planning Performance Agreements and Building Control plan drawing service. The £2.395m budget reflects the gross income budget for the service.
EQIA Status:	Completed
Key Milestones:	Expanded pre-application service to be launched in 20/21 in advance of new financial year Forward plan of Planning Performance Agreements being reviewed to ensure that income is optimised in 2021/22 Plan Drawing service has been soft launched and ready to be fully operational in 2021/22
Risk to Delivery:	Impact of economic context. Downturn in development activity could impact on number of pre-applications, PPAs and applications. Resources – relies on maintaining resource levels in the service.



Place 21-22 S08 – Reduction in Highways service

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	2.394						
Savings / Additional Income	(0.250)					TBC	TBC
Budget After Saving	2.144						
% of budget saved	11.0%						

Item	Comments
Further details of saving:	Reduction in levels of service and management costs for highway maintenance and related activities. Savings are anticipated to impact on both expenditure and income, where gross expenditure is £7.7m and gross income £5.3m.
EQIA Status:	Completed
Key Milestones:	Agreement of specific budgets to be reduced. HR processes, if savings require post deletions.
Risk to Delivery:	Contractors costs are likely to increase due to inflation, which will put additional pressure on reduced budgets.



Place 21-22 S09 – Parking charges

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	(5.040)						
Savings / <u>Additional Income</u>	(0.100)					0.00	0.00
Budget After Saving	(5.140)						
% of budget saved	2.0%						

Item	Comments
Further details of saving:	The service has identified a need to change the Council's parking tariffs to encourage better use of on and off-street parking spaces and align with wider environment strategies. These changes may need consulting on and therefore any views will need to be considered. The £5m above is the Net budget where Gross expenditure is £5.321m and gross income is £10.361m.
EQIA Status:	Completed
Key Milestones:	To identify best tariff to implement Nov/Dec 2020 Possible consultation 8 weeks Jan/Feb 2021 Introduction of new tariffs Apr/May 2021
Risk to Delivery:	None



Place 21-22 S10 – Traffic Orders

	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	(0.658)						
Savings / <u>Additional Income</u>	(0.125)					0.00	0.00
Budget After Saving	(0.783)						
% of budget saved	18.9%						

Item	Comments
Further details of saving:	Additional income from temporary traffic orders (TTO). The additional income is based on performance during 2019/20 and 2020/21. The £0.658m is gross income budget for TTO income.
EQIA Status:	Completed
Key Milestones:	Monthly monitoring of income.
Risk to Delivery:	Slow-down in utility works in borough.



Resources 21-22 S01 – Staffing efficiencies within Resources Department

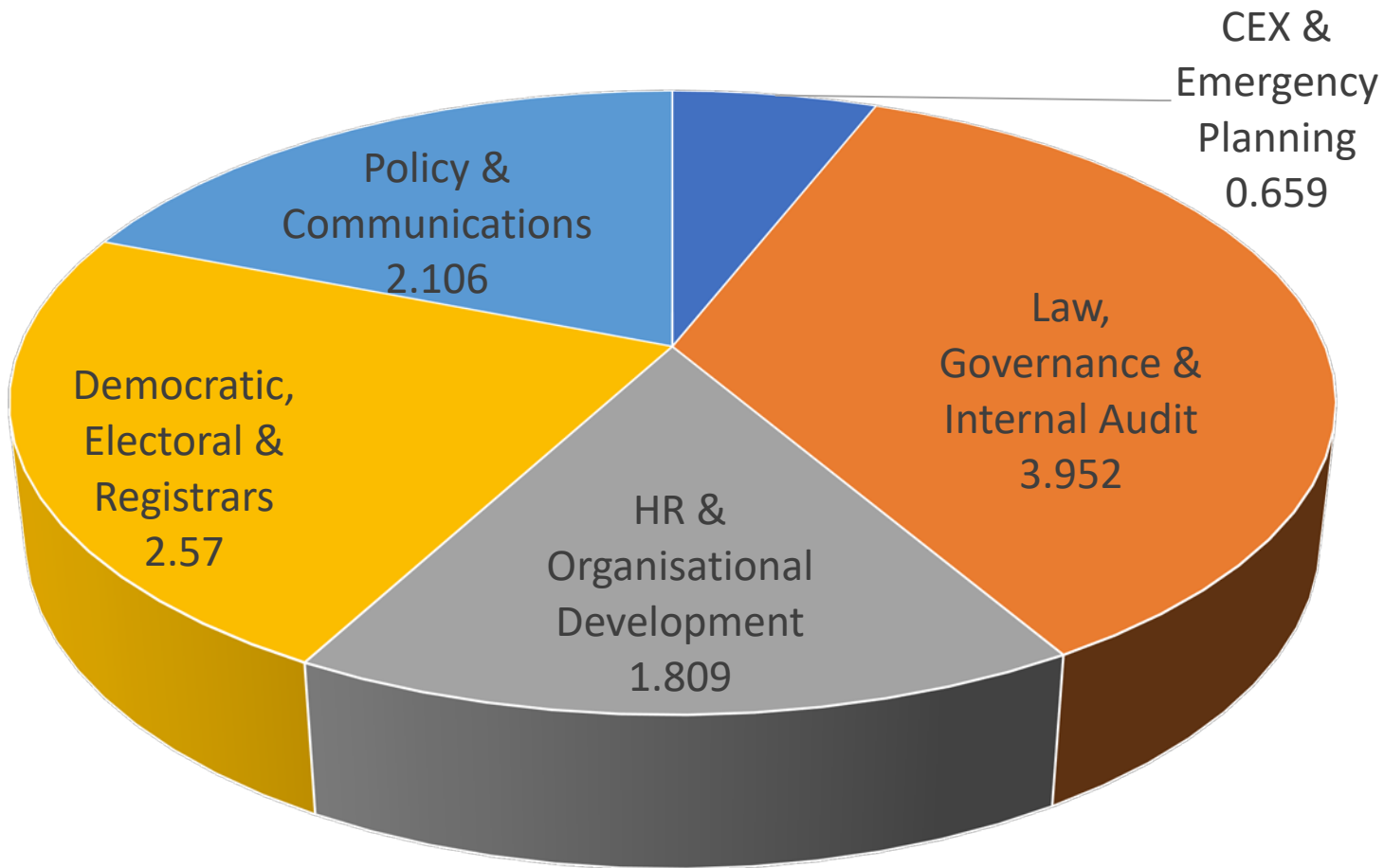
	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	FTE	Head Count
Base Budget	38.394	37.444					
<u>Savings / Additional Income</u>	(0.650)	(0.250)				13.00	13.00
Budget After Saving	37.444	37.494					
% of budget saved	2.0%	1.0%					

Item	Comments
Further details of saving:	Review of staffing structures to identify opportunities to reorganise teams without impacting adversely on front line staffing. Aim would be to minimise the impact on staff and seek opportunities for redeployment. Additional savings to be generated through the application of capital receipts towards the support provided to transformation projects. The £38.394m reflects the Net budget for the Resources department.
EQIA Status:	Completed
Key Milestones:	
Risk to Delivery:	Delays in restructure implementation



Next section is all budgets by Department for contextual information

Chief Executives Budget (£m)



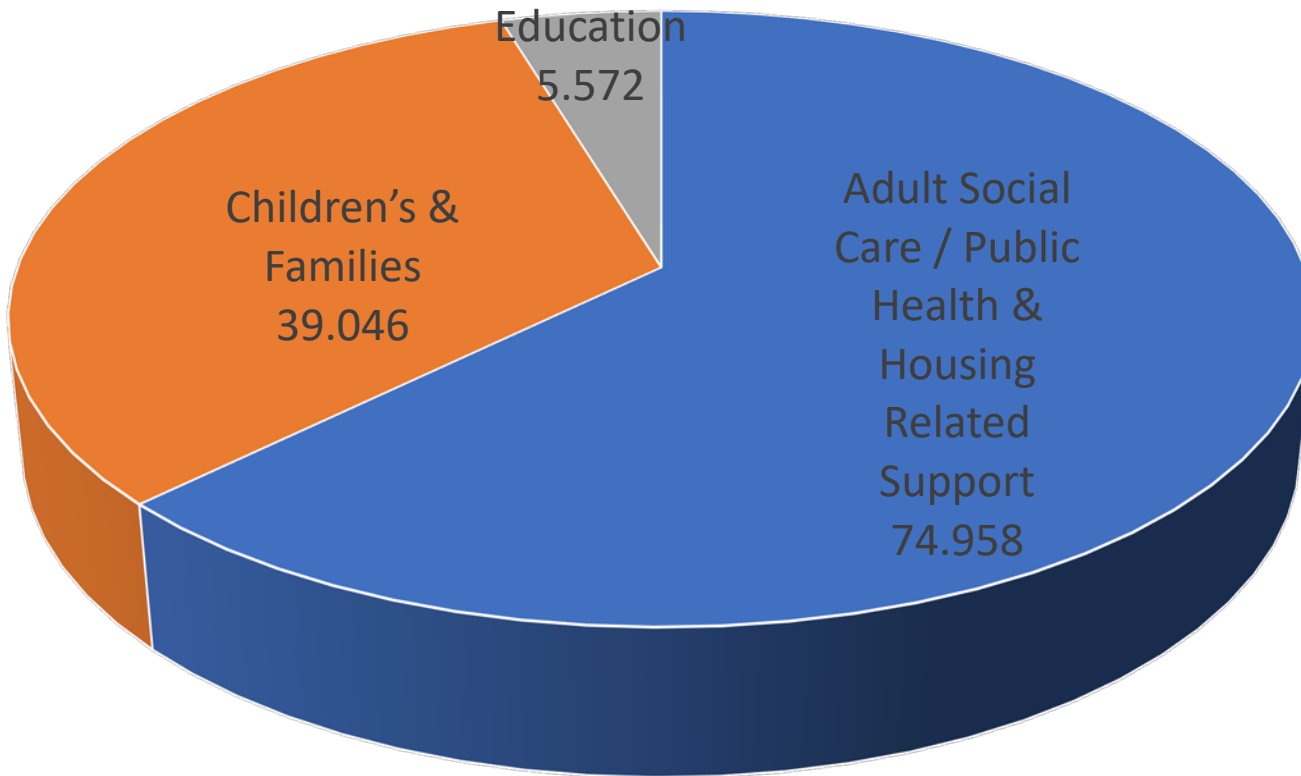
Chief Executive's 2020/21 Budget

Service	Gross Spend £m	Gross Income £m	Net Spend £m
CEX Management Team	0.473	(0.068)	0.405
Director of Law & Governance Team	0.235	0.000	0.235
Shareholder Strategy	0.837	(0.765)	0.072
Internal Audit & Risk Management	1.341	(0.296)	1.045
Strategy, Policy, Engagement & Consultation	1.904	(0.147)	1.757
Registrars Service	1.691	(0.606)	1.085
Organisational Development	0.696	(0.074)	0.622
Legal Services	4.243	(1.643)	2.600

Chief Executive's 2020/21 Budget

Service	Gross Spend £m	Gross Income £m	Net Spend £m
Human Resources	2.403	(1.216)	1.187
Electoral Services	0.549	(0.006)	0.543
Communications	0.639	(0.290)	0.349
Democratic Services	0.774	0.000	0.774
Design & Print	0.795	(0.767)	0.028
Emergency Planning	0.226	0.000	0.226
Complaints and Access to Information Team	0.648	(0.480)	0.168
Total	17.454	(6.358)	11.096

People Budget (£m)



Public Health grant of £16m, which is also used to contribute in part to wider budget

People 2020/21 Budget - Summary

Service	Gross Spend £m	Gross Income £m	Net Spend £m
Adult Social Care (see split below)	130.486	(53.780)	76.706
Children's & Families (see split below)	52.107	(13.061)	39.046
Education (see split below)	391.309	(385.737)	5.572
Public Health	14.219	(18.676)	(4.457)
Housing Related Support	2.709	0.000	2.709
Total	590.830	(471.254)	119.576

People 2020/21 Budget – Adult Social Care

Service	Gross Spend £m	Gross Income £m	Net Spend £m
Customer Pathway	62.690	(30.933)	31.757
Director of ASC	0.956	(2.947)	(1.991)
IWE	14.447	(2.399)	12.048
Learning Disabilities	33.802	(9.871)	23.931
Mental Health	11.948	(5.795)	6.153
Strategy & Resources	6.643	(1.835)	4.808
Total	130.486	(53.780)	76.706

People 2020/21 Budget – Children’s & Families

Service	Gross Spend £m	Gross Income £m	Net Spend £m
Director of Children’s & Families	0.713	(3.903)	(3.190)
Troubled Families	1.763	(1.766)	(0.003)
Contact Centre	0.474	0.000	0.474
Supporting Families against crime	0.130	(0.130)	0.000
Operational Support	1.426	(0.005)	1.421
Training & Development	0.554	(0.067)	0.487
Adoption	1.351	0.000	1.351
Special Guardianship Orders	2.714	0.000	2.714
Children In Need	8.576	(0.112)	8.464

People 2020/21 Budget – Children’s & Families

Service	Gross Spend £m	Gross Income £m	Net Spend £m
External Child Care Placements	7.205	(0.271)	6.934
Joint Service for Disabled Children	3.696	(0.945)	2.751
Looked After Children	16.643	(3.556)	13.087
Safeguarding & Quality Assurance	0.816	(0.004)	0.812
Parent Support Service	0.569	(0.569)	0.000
Community Safety	2.679	(1.373)	1.306
Youth Development Service	0.315	0.000	0.315
Youth Offending Service	2.437	(0.360)	2.077
Total	52.107	(13.061)	39.046

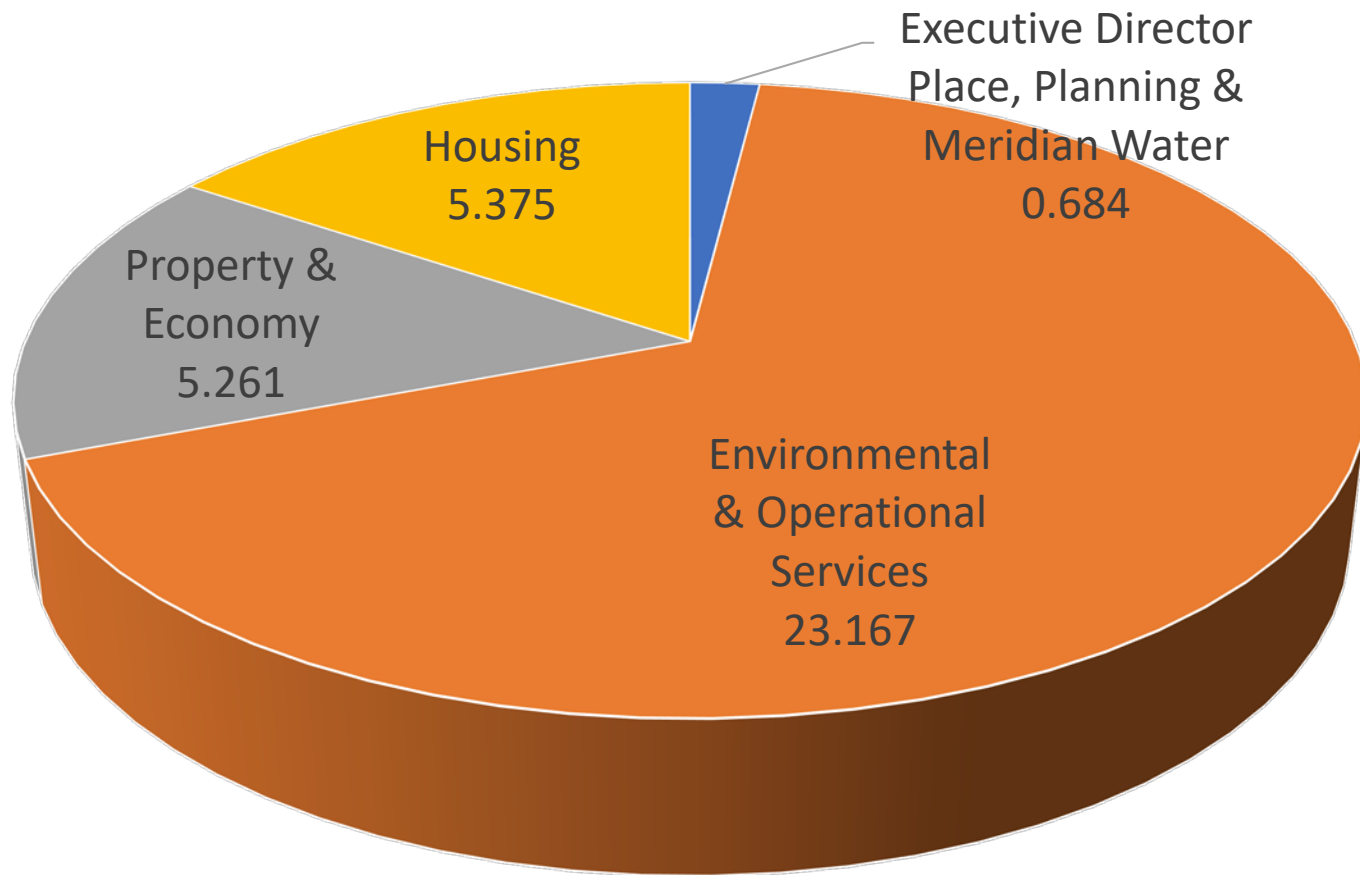
People 2020/21 Budget – Education

Service	Gross Spend £m	Gross Income £m	Net Spend £m
Schools Budget	333.623	(333.623)	0.000
Early Years	20.192	(18.748)	1.444
School Improvement Service	5.497	(5.038)	0.459
Special Educational Needs	17.586	(17.450)	0.136
Behaviour Support	2.619	(2.138)	0.481
Admissions Services	1.604	(1.637)	(0.033)
Schools admissions/exclusions/appeals	0.234	(0.234)	0.000
Education Psychology (EPS & SEWS)	2.112	(1.486)	0.626
Asset Management and Development	0.506	(0.557)	(0.051)

People 2020/21 Budget – Education

Service	Gross Spend £m	Gross Income £m	Net Spend £m
School Prudential Costs	0.248	(0.248)	0.000
Central Support	0.050	0.000	0.050
Earmarked Central LEA	0.032	(0.047)	(0.015)
Central Commissioning Education	3.232	(3.119)	0.113
Commissioning and Community	0.071	(0.027)	0.044
Education DMT	0.705	(0.376)	0.329
Executive Director People	0.321	(0.224)	0.097
Non Schools Human Resources	1.942	(0.000)	1.942
Sports	0.735	(0.785)	(0.050)
Total	391.309	(385.737)	5.572

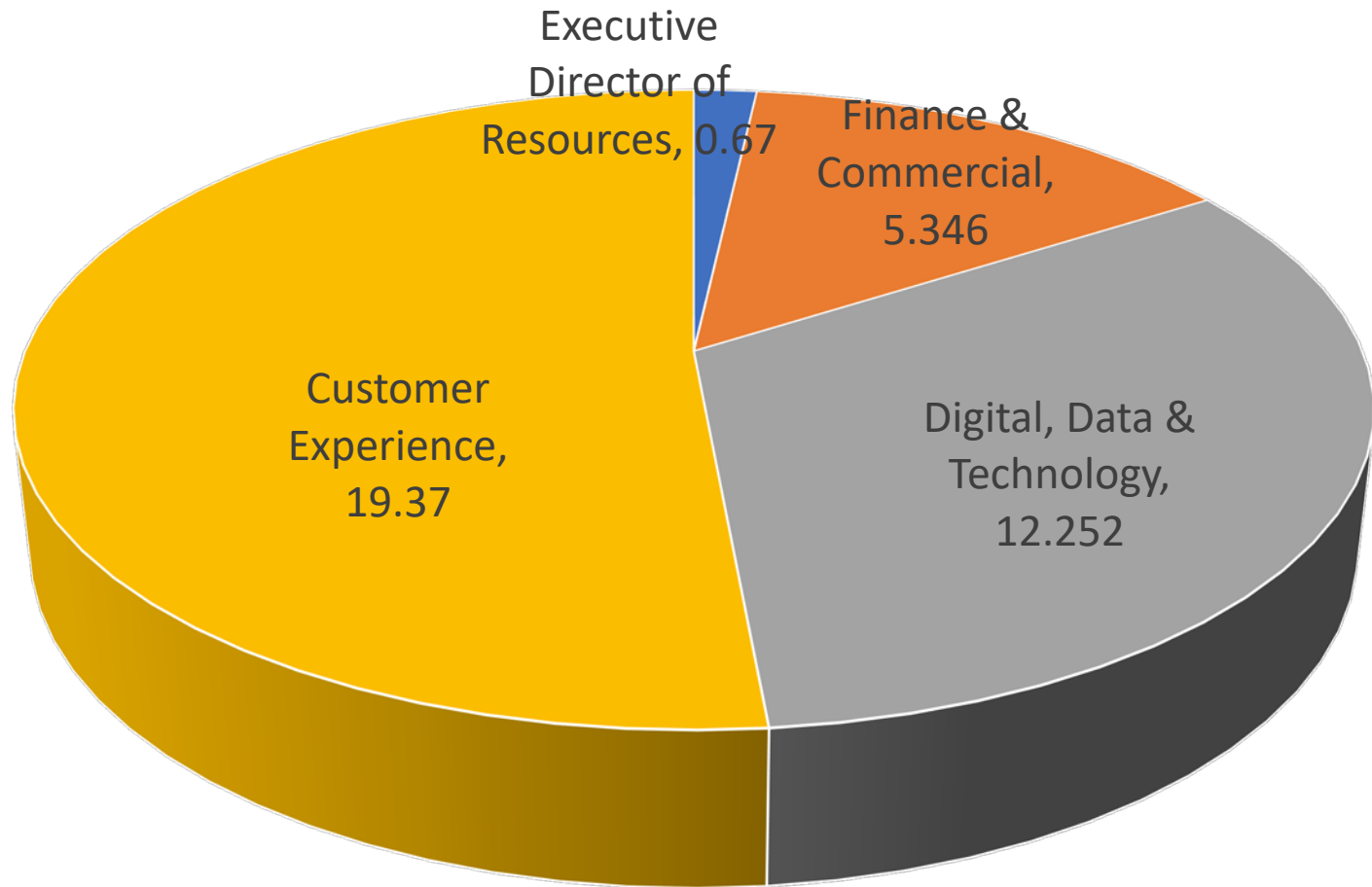
Place Budget £m



Place 2020/21 Budget

Service	Gross Spend £m	Gross Income £m	Net Spend £m
Executive Director Place & cost of former employees	1.353	(0.112)	1.241
Environmental & Operational Services	60.855	(37.688)	23.167
Planning	5.546	(4.502)	1.044
Property & Economy	23.824	(18.563)	5.261
Housing	50.054	(44.679)	5.375
Meridian Water	1.939	(3.540)	(1.601)
Total	143.571	(109.084)	34.487

Resources Budget (£m)



Resources 2020/21 Budget

Service	Gross Spend £m	Gross Income £m	Net Spend £m
Executive Director of Resources	0.419	(0.043)	0.376
Transformation	1.647	(1.353)	0.294
Finance & Commercial	15.340	(9.994)	5.346
Digital, Data & Technology	15.915	(3.663)	12.252
Customer Experience	26.821	(6.288)	20.533
Housing Benefits	295.360	(296.523)	(1.163)
Total	355.502	(317.864)	37.638