

Directorate of Adult Care & Health Services (DACHS)

NB. The highlighted figures reflect changes to the February 2018 Medium Term Financial Plan (MTFP). Figures not highlighted are as per the agreed February 2018 MTFP

| Business Case | Service Area | Description | Risk Rating | Proposed Budget Changes | | | |
|---------------|---|---|-------------|-------------------------|----------------------|----------------------|--------------------|
| | | | | 2019/20 (£,000's) | 2020/21 (£,000's) | 2021/22 (£,000's) | Total (£,000's) |
| 1 | <u>Commissioning and Improvement</u> | | | | | | |
| 2 | Payroll Inflation | National Pay Award | | 23 | 23 | 24 | 70 |
| 3 | Contractual Inflation | Increments - Commissioning and Improvement Team | | 14 | 11 | 12 | 37 |
| 4 | New Bid | Contribution to the Voluntary Sector | | 250 | - | - | 250 |
| 5 | <u>Mental Health Support</u> | | | | | | |
| 6 | Payroll Inflation | National Pay Award | | 7 | 8 | 8 | 23 |
| 7 | Contractual Inflation | Increments - Mental Health Teams | | 4 | 1 | 3 | 8 |
| 8 | | Utilities | | 1 | - | - | 1 |
| 9 | AS4 | Care Contract Costs | | 254 | 336 | 73 | 663 |
| 10 | Total Contractual Inflation | | | 259 | 337 | 76 | 672 |
| 11 | AS5 | Pressure | | 7 | - | - | 7 |
| 12 | DACHS17A | Efficiency Savings | 0% | (20) | - | - | (20) |
| 13 | DACHS3C | Commissioning Delivery Model | 0% | (275) | - | - | (275) |
| 14 | Total Efficiency Savings | | | (295) | - | - | (295) |
| 15 | Income, Fees & Charges | Client Contribution Inflationary Increase | | (8) | - | - | (8) |
| 16 | <u>Learning Disability Support</u> | | | | | | |
| 17 | Payroll Inflation | National Pay Award | | 25 | 25 | 26 | 76 |
| 18 | Contractual Inflation | Increments - Learning Disability Teams | | 14 | 14 | 14 | 42 |
| 19 | | Utilities | | 3 | - | - | 3 |
| 20 | AS4 | Care Contract Costs | | 319 | 387 | 493 | 1,199 |
| 21 | Total Contractual Inflation | | | 336 | 401 | 507 | 1,244 |
| 22 | AS1 | Pressure | | 214 | 230 | 482 | 926 |
| 23 | AS2 | Demographic Growth - Transforming Care | | 208 | 221 | 156 | 585 |
| 24 | AS5 | Demographic Growth | | 30 | - | 64 | 94 |
| 25 | Total Pressure | | | 452 | 451 | 702 | 1,605 |
| 26 | DACHS17A | Efficiency Savings | 0% | (80) | - | - | (80) |
| 27 | DACHS3C | Commissioning Delivery Model | 0% | (475) | - | - | (475) |
| 28 | Total Efficiency Savings | | | (555) | - | - | (555) |
| 29 | Income, Fees & Charges | Client Contribution Inflationary Increase | | (9) | - | - | (9) |

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| 30 | Group Homes & Properties | | | | | | | |
| 31 | Contractual Inflation | Utilities | | 1 | - | - | 1 | |
| 32 | DACHS27A | Income, Fees & Charges | Rent Increase in Group Homes | 0% | (40) | - | - | (40) |
| 33 | Adult Social Care Activities | | | | | | | |
| 34 | Payroll Inflation | National Pay Award | | 97 | 100 | 103 | 300 | |
| 35 | Contractual Inflation | Increments - Adult Social Care Teams | | 74 | 54 | 64 | 192 | |
| 36 | AS4 | Equipment/Assistive Technology | | 16 | 30 | 10 | 56 | |
| 37 | Total Contractual Inflation | | | 90 | 84 | 74 | 248 | |
| 38 | AS3 | Income, Fees & Charges | Changes in Better Care Fund Grant | | | | | |
| 39 | | Additional Funding - Nov 18 Budget Announcement | | (107) | - | - | (107) | |
| 40 | Total Income, Fees & Charges | | | (1,293) | 1,293 | - | - | |
| 41 | DACHS9C | Efficiency Savings | Business Support Restructure | 0% | (84) | - | - | (84) |
| 42 | DACHS10C | | Mental Health and Locality Team Restructure | 50% | (235) | (145) | - | (380) |
| 43 | Total Efficiency Savings | | | (319) | (145) | - | (464) | |
| 44 | Safeguarding Adults | | | | | | | |
| 45 | Payroll Inflation | National Pay Award | | 10 | 11 | 11 | 32 | |
| 46 | Contractual Inflation | Increments - Safeguarding | | 12 | 10 | 11 | 33 | |
| 47 | DACHS25A | Income, Fees & Charges | Deputies - Review the charging policy | 50% | (25) | - | - | (25) |
| 48 | Older People/Physical Disabilities Services | | | | | | | |
| 49 | Payroll Inflation | National Pay Award | | 79 | 82 | 86 | 247 | |
| 50 | Contractual Inflation | Increments - Older People/Physical Disabilities Services | | 85 | 86 | 85 | 256 | |
| 51 | | Utilities | | 5 | - | - | 5 | |
| 52 | AS4 | Care Cost Contracts | | 632 | 509 | 585 | 1,726 | |
| 53 | Total Contractual Inflation | | | 722 | 595 | 670 | 1,987 | |
| 54 | AS5 | Pressure | Demographic Growth | | | | | |
| 55 | DACHS7C | Efficiency Savings | Direct Payments | 50% | (100) | (100) | - | (200) |
| 56 | DACHS24A | | Charles Clore Court | 0% | (50) | - | - | (50) |
| 57 | DACHS1B (AS8) | | Commissioning Delivery Model | 50% | 300 | (1,100) | - | (800) |
| 58 | Total Efficiency Savings | | | 150 | (1,200) | - | (1,050) | |
| 59 | Income, Fees & Charges | Client Contribution Inflationary Increase | | (18) | - | - | (18) | |

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|----------------------|---------------------------------|---|---|
| 60 | <u>Directorate Other</u> | | |
| 61 | Payroll Inflation | National Pay Award | |
| 62 | Pressure | Reverse 18/19 Savings - use of capital receipts for Transformation Team | |
| 63 | Contractual Inflation | Increments - Adults Management Team | |
| 64 | Efficiency Savings | Better use of Apprenticeship Levy | 35% |
| 65 | AS6 | Additional Contract Deductions | 50% |
| 66 | AS9 | Extension of Provider Services | 50% |
| 67 | AS10 | Extension of Assistive Technology Project | 50% |
| 68 | AS11 | Extension of Front Door Project | 0% |
| 69 | AS12 | Extension of Review & Right Sizing Project | 0% |
| 70 | Total Efficiency Savings | | |
| 71 | <u>Public Health Team Costs</u> | | |
| 72 | Payroll Inflation | National Pay Award | |
| 73 | DACHS4B | Income, Fees & Charges | Public Health Grant Reduction and alternate delivery model 65% |
| 74 | <u>Preventative Services</u> | | |
| 75 | Payroll Inflation | National Pay Award | |
| 76 | Contractual Inflation | Increments - Preventative Services | |
| 77 | DACHS2B | Income, Fees & Charges | Public Health Grant Reduction 0% |
| 78 | Total | | |

| Proposed Budget Changes | | | |
|-------------------------|-----------|-----------|-----------|
| 2019/20 | 2020/21 | 2021/22 | Total |
| (£,000's) | (£,000's) | (£,000's) | (£,000's) |
| | | | |
| 18 | 19 | 19 | 56 |
| - | 124 | - | 124 |
| 4 | 4 | 4 | 12 |
| (21) | (10) | - | (31) |
| - | - | (179) | (179) |
| - | (100) | - | (100) |
| - | (50) | - | (50) |
| (50) | - | - | (50) |
| (500) | - | - | (500) |
| (571) | (160) | (179) | (910) |
| | | | |
| 10 | 10 | 10 | 30 |
| (553) | (214) | - | (767) |
| | | | |
| 6 | 6 | 6 | 18 |
| 3 | 3 | 3 | 9 |
| (18) | - | - | (18) |
| (1,037) | 2,177 | 2,441 | 3,581 |

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Directorate of Environment and Neighbourhoods services (DENs)

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|----------------------|------------------------------------|---|--|-------------------------|----------------------|----------------------|--------------------|
| | | | | 2019/20 (£,000's) | 2020/21 (£,000's) | 2021/22 (£,000's) | Total (£,000's) |
| 1 | Transport and Street Care | | | | | | |
| 2 | Payroll Inflation | National Pay Award | | 178 | 167 | 170 | 515 |
| 3 | Contractual Inflation | Increments - Transport and Street Care | | 99 | 99 | 81 | 279 |
| 4 | | NSL Contract (Traffic Enforcement) | | 53 | 53 | 53 | 159 |
| 5 | | IT maintenance (Urban Traffic Control, Traffic Signal & CCTV) | | 2 | 2 | 2 | 6 |
| 6 | | Business Rates (Car Parks) | | 46 | 70 | 70 | 186 |
| 7 | | Greenwave Fares (Reading Buses) | | 24 | 24 | 24 | 72 |
| 8 | | General Waste Material & Disposal contract (Tipping Contract - 4%) | | 47 | 47 | 47 | 141 |
| 9 | WD1 | Fomento de Construcciones y Contratas (FCC) Waste Management Contract (RE3) | | 476 | 479 | 441 | 1,396 |
| 10 | | Fleet services | | 25 | 11 | - | 36 |
| 11 | | Street Lighting (Energy) - Scottish and Southern Electricity Contract | | 58 | 58 | 58 | 174 |
| 12 | | Street Cleaning Materials | | 12 | 12 | 12 | 36 |
| 13 | | Payments to Grundon | | 2 | 2 | 2 | 6 |
| 14 | Total Contractual Inflation | | | 844 | 857 | 790 | 2,491 |
| 15 | Pressure | Demographic Growth - Additional Homes Waste Collection | | 180 | - | - | 180 |
| 16 | | Business Rates - Small Mead (Reading Only) & Long Shot Lane Premises (7%) | | 12 | 19 | 8 | 39 |
| 17 | Total Pressure | | | 192 | 19 | 8 | 219 |
| 18 | T&S15 | Efficiency Savings | Car park management process savings through IT improvements and staff reductions | (100) | (50) | - | (150) |
| 19 | | Strategic Transportation Savings | | (43) | (25) | - | (68) |
| 20 | T&S10 | Increase in savings - Waste Operations | | (361) | (31) | - | (392) |
| 21 | DENS34B | Implement an invest to save for a new tree gang | | (13) | - | - | (13) |
| 22 | DENS35A | Transformation and rationalisation of the Neighbourhood Support Team | | (100) | - | - | (100) |
| 23 | DENS31C | Increase in trading through Reading Commercial Services | | (50) | (50) | - | (100) |

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|---------------|--|--------------------------|--|-------------------------|----------------------|----------------------|--------------------|
| | | | | 2019/20 (£,000's) | 2020/21 (£,000's) | 2021/22 (£,000's) | Total (£,000's) |
| 24 | Total Efficiency Savings | | | (667) | (156) | - | (823) |
| 25 | T&S5 | Income, Fees and Charges | Delayed Saving Target - Increased provision of Red Routes - moved to 20/21 | 50 | (50) | - | - |
| 26 | DENS43AA | | Increased provision of Red Routes thus increased enforcement | (75) | - | - | (75) |
| 27 | DENS11C | | Introduce areas of pay and display in the town centre | (50) | - | - | (50) |
| 28 | DENS7C | | Increase on-street pay and display charges | (19) | - | - | (19) |
| 29 | DENS13C | | Introduce a 24/7 charge for all Town Centre Pay & Display | (25) | - | - | (25) |
| 30 | DENS34C | | Extend residents parking permit areas | (100) | (200) | - | (300) |
| 31 | DENS4C | | Review existing Parking Permit Charges | (256) | (53) | - | (309) |
| 32 | DENS30C | | Review public car parking provision borough-wide | (200) | (200) | - | (400) |
| 33 | DENS10C | | Revise existing access restriction (portman road bus gate) | (25) | - | - | (25) |
| 34 | DENS20B | | Alternative funding for Real Time Passenger Information | (20) | - | - | (20) |
| 35 | T&S2 & 3 | | Workplace Parking Levy - Delay in implementation to 20/21 and fully implemented from 21/22 | - | (800) | (1,000) | (1,800) |
| 36 | T&S4 | | Expansion of Pay & Display Proposal | (10) | (40) | - | (50) |
| 37 | T&S11 | | Off street car parking contract back in house | (200) | - | - | (200) |
| 38 | T&S12 | | Increase public parking charges | - | (200) | (200) | (400) |
| 39 | T&S6 | | Increased income from Greenwave Fares (Reading Buses) | (20) | - | - | (20) |
| 40 | T&S10 | | Increase in Saving - Trade Waste | (86) | - | - | (86) |
| 41 | T&S17 | | Additional Charge on Green Waste Collection | - | (18) | (18) | (36) |
| 42 | DENS49A DENS3C | | Increase Green Waste collection charges | (180) | - | - | (180) |
| 43 | DENS2C | | Increase Parks and Open Spaces revenue | (65) | - | - | (65) |
| 44 | DENS33B | | Increase allotment rental charges and review plot sizes | (26) | - | - | (26) |
| 45 | Total Income, Fees and Charges | | | (1,307) | (1,561) | (1,218) | (4,086) |
| 46 | DENS32B | Service Reduction | Reduce frequency of public parks grass cutting | (32) | - | - | (32) |
| 47 | Planning, Development and Regulatory Services | | | | | | |
| 48 | Payroll Inflation | | National Pay Award | 176 | 178 | 181 | 535 |
| 49 | Contractual Inflation | | Increments - Planning, Development and Regulatory Services | 97 | 97 | 101 | 295 |
| 50 | | | Contract Inflation - NNDR & Utilities on Corporate buildings | 102 | 26 | 82 | 210 |
| 51 | | | Contract Inflation - NNDR & Utilities on Business Parks | 12 | 17 | 6 | 35 |
| 52 | | | Control of Substances Hazardous to Health Regulations Software contract | 4 | 2 | 2 | 8 |

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|----------------------|---------------------------------------|--------------------------|--|
| 53 | Total Contractual Inflation | | |
| 54 | PDRS1 | Pressure | Compliance works building rationalisation. |
| 55 | T&S13 | Efficiency Savings | Review of Enforcement Contracts 50% |
| 56 | PDRS2 | | Remove one-off growth from 2018-19 0% |
| 57 | DENS33C | | Extension of mandatory licensing of houses in multiple occupancy (HMO) 0% |
| 58 | DENS66C | | Savings arising from the closure of Darwin Close, Hamilton Centre and more efficient use of Bennet Road 0% |
| 59 | DENS48C | | Increase income from commercial property acquisitions 75% |
| 60 | DENS20A | | Closure of a number of public conveniences following review. 0% |
| 61 | Total Efficiency Savings | | |
| 62 | Invest to Save | | Commercialisation of direct services 0% |
| 63 | DENS19A | Income, Fees and Charges | Increase Planning Fees and reduction of staff 0% |
| 64 | DENS50C | | Town Centre Street Trading - New Pitches 0% |
| 65 | PDRS7 | | Additional administration charges via Community Infrastructure Levy 0% |
| 66 | PDRS10 | | Charge for pre-application for planning 0% |
| 67 | PDRS6&9 | | Licensing income 0% |
| 68 | DENS16A | | Additional income raised from property holdings 0% |
| 69 | Total Income, Fees and Charges | | |
| 70 | DENS04A | Service Reductions | Service changes in environmental protection 0% |
| 71 | DENS49C | | Corporate Facilities Management reductions 0% |
| 72 | PDRS5 | | Review and Restructure of Cleaning Services 0% |
| 73 | Total Service Reductions | | |
| 74 | New Bids | | Consultancy Support for commercial property acquisitions |

| Proposed Budget Changes | | | |
|-------------------------|----------------------|----------------------|--------------------|
| 2019/20 (£,000's) | 2020/21 (£,000's) | 2021/22 (£,000's) | Total (£,000's) |
| 215 | 142 | 191 | 548 |
| 611 | 207 | - | 818 |
| (25) | (50) | - | (75) |
| (100) | - | - | (100) |
| (21) | (5) | - | (26) |
| - | (230) | - | (230) |
| (750) | (750) | - | (1,500) |
| (50) | - | - | (50) |
| (946) | (1,035) | - | (1,981) |
| (8) | (253) | (290) | (551) |
| (60) | - | - | (60) |
| (30) | - | - | (30) |
| (25) | - | - | (25) |
| (25) | (25) | (25) | (75) |
| (84) | (25) | (39) | (148) |
| (87) | - | - | (87) |
| (311) | (50) | (64) | (425) |
| (230) | - | - | (230) |
| (25) | - | - | (25) |
| (125) | - | - | (125) |
| (380) | - | - | (380) |
| 150 | - | - | 150 |

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| | | | | 2019/20 (£,000's) | 2020/21 (£,000's) | 2021/22 (£,000's) | Total (£,000's) |
| 75 | Housing and Neighbourhood Services General Fund | | | | | | |
| 76 | Payroll Inflation | National Pay Award | | 80 | 80 | 82 | 242 |
| 77 | Contractual Inflation | Increments - Housing and Neighbourhood Services | | 28 | 28 | 7 | 63 |
| 78 | | Book Stock & Business Rates within Libraries | | 17 | 23 | - | 40 |
| 79 | Total Contractual Inflation | | | 45 | 51 | 7 | 103 |
| 80 | HNS9 | Efficiency Savings | Housing Property Services - income generation | (30) | (60) | (60) | (150) |
| 81 | | | Housing Building Maintenance Income | (25) | (31) | - | (56) |
| 82 | DENS15A | | Reconfiguring the services of the Homelessness Pathway contracts, the Floating Support contract and the Street Outreach contract. | (61) | - | - | (61) |
| 83 | DENS39B/DE NS17C | | Reduce expenditure on homelessness, Bed and Breakfast and temporary accommodation. | (350) | (100) | - | (450) |
| 84 | DENS58C | | Transfer of saving from Community Safety to Housing GF - Reduce contract value for housing related support to young people | (35) | - | - | (35) |
| 85 | HNS8 | | Reducing use of nightly paid emergency accommodation (inc B&B) | (200) | 200 | - | - |
| 86 | HNS12 | | Grant funding of Community Centres | (46) | - | - | (46) |
| 87 | Total Efficiency Savings | | | (747) | 9 | (60) | (798) |
| 88 | DENS44B | Income, Fees and Charges | Increased rents from Council owned/managed temporary accommodation. | (10) | - | - | (10) |
| 89 | HNS1 | | New income generating Visa Verification service | (37) | - | - | (37) |
| 90 | HNS4 | | Flexible Homelessness Support Grant (229k One off for 2019-2020) | (379) | 229 | - | (150) |
| 91 | PDRS3 | | Introduction of Discretionary HMO Licensing | - | (130) | (130) | (260) |
| 92 | HNS3 | | Income from visa verification programme starting at Central library. This is connected to HNS1 above. | (50) | - | - | (50) |
| 93 | Total Income, Fees and Charges | | | (476) | 99 | (130) | (507) |
| 94 | DENS41B | Service Reductions | Deletion of one Full Time Equivalent post in Housing Needs | (41) | - | - | (41) |

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| | | | | 2019/20 (£,000's) | 2020/21 (£,000's) | 2021/22 (£,000's) | Total (£,000's) |
| 95 | Economic and Cultural Development | | | | | | |
| 96 | Payroll Inflation | National Pay Award | | 124 | 102 | 80 | 306 |
| 97 | Contractual Inflation | Increments - Economic and Cultural Development | | 68 | 68 | 68 | 204 |
| 98 | | NNDR & Utilities on Leisure & Sport buildings | | 7 | 13 | 49 | 69 |
| 99 | | NNDR & Utilities on Leisure, Culture & Sport buildings | | 17 | 19 | 11 | 47 |
| 100 | | NNDR & Utilities on Museum and Town Hall | | 37 | 45 | 35 | 117 |
| 101 | Total Contractual Inflation | | | 129 | 145 | 163 | 437 |
| 102 | ECD1 | Pressure | Reduced income in Play Service for one year | 80 | (80) | - | - |
| 103 | | | Unachievable Income on Parks | 45 | - | - | 45 |
| 104 | ECD2 | | Electricity Charges for Hexagon (increased since Civic demolition) | 25 | - | - | 25 |
| 105 | Total Pressure | | | 150 | (80) | - | 70 |
| 106 | ECD4/5 | Efficiency Savings | Alternative Delivery Model for Cultural Services | (145) | (101) | (450) | (696) |
| 107 | ECD6 | | Achieving additional income from Schools SLA Fees & Charges. | (150) | (110) | - | (260) |
| 108 | Total Efficiency Savings | | | (295) | (211) | (450) | (956) |
| 109 | ECD5 | Income, Fees & Charges | Theatres Fees and Charges Increases | (40) | (10) | - | (50) |
| 110 | DENS Overhead | | | | | | |
| 111 | Payroll Inflation | National Pay Award | | 15 | 16 | 17 | 48 |
| 112 | Contractual Inflation | Increments - DENs Management | | 34 | 34 | 34 | 102 |
| 113 | | NNDR & Utilities on Records Office | | 12 | 16 | 15 | 43 |
| 114 | Total Contractual Inflation | | | 46 | 50 | 49 | 145 |
| 115 | Pressure | Coroners | | 50 | - | - | 50 |
| 116 | Efficiency Savings | Reductions on Training budget. | 35% | (27) | (13) | - | (40) |
| 117 | Total | | | (2,272) | (1,247) | (474) | (3,993) |

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Directorate of Resources

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|---------------|---------------------------------------|--|-------------|-------------------------|----------------------|----------------------|--------------------|
| | | | | 2019/20 (£,000's) | 2020/21 (£,000's) | 2021/22 (£,000's) | Total (£,000's) |
| 1 | Customer Services | | | | | | |
| 2 | Payroll Inflation | National Pay Award | | 141 | 142 | 143 | 426 |
| 3 | Contractual Inflation | Increments - Customer Services | | 50 | 55 | 4 | 109 |
| 4 | | Stopford Contract & NNDR within Records and Registrars | | 8 | 9 | 10 | 27 |
| 5 | | Northgate & Other IT Contracts | | 98 | 100 | - | 198 |
| 6 | | Financial and Data Systems (Revenue and Benefits) | | 4 | 6 | - | 10 |
| 7 | Total Contractual Inflation | | | 160 | 170 | 14 | 344 |
| 8 | BRR1 | Pressure | | 31 | - | - | 31 |
| 9 | CS1 | Delivery Fund Staff | | - | 78 | 87 | 165 |
| 10 | IT1 | Reprofiling of IT Programme | | 91 | 74 | - | 165 |
| 11 | | Unachieved IT saving removed within Revenue and Benefits | | 30 | - | - | 30 |
| 12 | | Growth due to Communications team restructure | | 12 | - | - | 12 |
| 13 | | Digitisation - Saving not realisable | | 250 | - | - | 250 |
| 14 | Total Pressure | | | 414 | 152 | 87 | 653 |
| 15 | CCS-17C | Efficiency Savings | 60% | (17) | (93) | - | (110) |
| 16 | CSS-1C | Reduction of cheque payments | 50% | (50) | (50) | - | (100) |
| 17 | IT2 | Reprocurement of Northgate Contract | 50% | - | - | (250) | (250) |
| 18 | | Adjustments on IT Supplies and Services | 0% | 13 | (20) | - | (7) |
| 19 | RB1 | Revenues and Benefits alternative delivery model | 85% | (260) | (302) | (150) | (712) |
| 20 | | Corporate Customer Services savings | 0% | - | (24) | (24) | (48) |
| 21 | Total Efficiency Savings | | | (314) | (489) | (424) | (1,227) |
| 22 | Income, Fees & Charges | Refugee Funding | 0% | (35) | - | - | (35) |
| 23 | | Income from event sponsorship and selling advertising | 0% | (20) | (5) | - | (25) |
| 24 | Total Income, Fees and Charges | | | (55) | (5) | - | (60) |

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| Business Case | Service Area | Description | Risk Rating | Proposed Budget Changes | | | |
|---------------|---|---|--|-------------------------|----------------------|----------------------|--------------------|
| | | | | 2019/20 (£,000's) | 2020/21 (£,000's) | 2021/22 (£,000's) | Total (£,000's) |
| 25 | Human Resources and Organisational Development | | | | | | - |
| 26 | Payroll Inflation | National Pay Award | | 42 | 43 | 45 | 130 |
| 27 | Contractual Inflation | Increments - Human Resources Team | | 10 | 10 | 12 | 32 |
| 28 | | Catering Contract - Kennet Day Nursery | | 11 | - | - | 11 |
| 29 | Total Contractual Inflation | | | 21 | 10 | 12 | 43 |
| 30 | Efficiency Savings | Apprentice Levy savings | 35% | (29) | (15) | - | (44) |
| 31 | HR2 | Agency Contract | 0% | (100) | - | - | (100) |
| 32 | Total Efficiency Savings | | | (129) | (15) | - | (144) |
| 33 | Internal Audit | | | | | | - |
| 34 | Payroll Inflation | National Pay Award | | 13 | 13 | 13 | 39 |
| 35 | AUD1 | Pressure | Removal of the income budget to unrealisable project | 40 | - | - | 40 |
| 36 | Income, Fees & Charges | Inflationary increase on fees and charges | 0% | (2) | - | - | (2) |
| 37 | Procurement | | | | | | - |
| 38 | Payroll Inflation | National Pay Award | | 5 | 5 | 5 | 15 |
| 39 | PRO1 | Pressure | New Contract Manager post for Children's Company | 72 | - | - | 72 |
| 40 | PRO2 | Additional establishment changes in procurement services | | 65 | - | - | 65 |
| 41 | Total Pressure | | | 137 | - | - | 137 |
| 42 | Finance | | | | | | - |
| 43 | Payroll Inflation | National Pay Award | | 38 | 39 | 41 | 118 |
| 44 | Contractual Inflation | Increments - Accountancy Team | | 10 | 10 | - | 20 |
| 45 | Pressure | Inclusion of 2 posts in analysis team posts funded by Delivery fund | | - | - | 13 | 13 |
| 46 | | Finance re-organisation | | - | 90 | - | 90 |
| 47 | | Pressure on the Support Services recharge | | 130 | - | - | 130 |
| 48 | Total Pressure | | | 130 | 90 | 13 | 233 |
| 49 | Efficiency Savings | Supplies and services | 0% | (30) | - | - | (30) |

For the 2018-2021 MTFs, business cases were only provided for savings. For the new MTFs for 2019-2022, all proposed changes, with the exception of staffing costs, with an aggregate value over £50k required a business case.

DETAILED GENERAL FUND BUDGET CHANGES 2019-2022

NB. The highlighted figures reflect changes to the February 2018 Medium Term Financial Plan (MTFP). Figures not highlighted are as per the agreed February 2018 MTFP

| <u>Business Case</u> | <u>Service Area</u> | <u>Description</u> | <u>Risk Rating</u> |
|----------------------|------------------------------------|--|--------------------|
| 50 | Legal and Democratic | | |
| 51 | Payroll Inflation | National Pay Award | |
| 52 | Contractual Inflation | Increments - Legal and Democratic Services | |
| 53 | Total Contractual Inflation | | |
| 54 | Pressure | Child Care Solicitors - Pay Adjustment | |
| 55 | | Review of Ward boundaries (one off project) | |
| 56 | Total Pressure | | |
| 57 | L&D2 | Income generation from charging for services, assuming new delivery model for legal services implemented | 0% |
| 58 | Total | | |

| Proposed Budget Changes | | | |
|-------------------------|----------------------|----------------------|--------------------|
| 2019/20 (£,000's) | 2020/21 (£,000's) | 2021/22 (£,000's) | Total (£,000's) |
| | | | - |
| 72 | 74 | 76 | 222 |
| 35 | 35 | 34 | 104 |
| 35 | 35 | 34 | 104 |
| - | 38 | - | 38 |
| 25 | (25) | - | - |
| 25 | 13 | - | 38 |
| (90) | (2) | (2) | (94) |
| 663 | 285 | 57 | 1,005 |

For the 2018-2021 MTFs, business cases were only provided for savings. For the new MTFs for 2019-2022, all proposed changes, with the exception of staffing costs, with an aggregate value over £50k required a business case.