

Appendix 2 - Summary of Delivery on 2021-22 Savings Propositions

Ref		Category	Title	Lead Directorate	2021/22 £m	Current Forecast Saving			Progress Comment
						2021/22 Saving Forecast Outturn	Saving Variance	RAG Rating (10% variance Amber, >10% variance red)	
N1	New	Demand	CLA Budget Pressures	People	(2.000)	(2.000)	0.000	Green	Saving met in full
N2	New	Demand	ENCTS reduction in demand	Economy & Infrastructure	(5.000)	(5.000)	0.000	Green	Saving met in full
				Subtotal	(7.000)	(7.000)	0.000		
N3	New	Efficiency	Gas contract - saving from retender	Economy & Infrastructure	(0.100)	(0.100)	0.000	Green	Saving met in full
N4	New	Efficiency	Ernst Young automation work	Corporate Customer and Community Services	(0.200)	(0.025)	0.175	Red	Risk in delivery due to the number of processes in scope of automation reducing due to organisational capacity. The only processes being progressed are in Customer and Community Services and the Fire and Rescue Service. In-house team is being developed to deliver future savings opportunities.
				Subtotal	(0.300)	(0.125)	0.175		
N5	New	Financing	Transport - permanent inclusion of grant	Economy & Infrastructure	(0.453)	(0.453)	0.000	Green	Saving met in full
N6	New	Financing	Highways Replacement Reserve - revenue contribution	Economy & Infrastructure	(0.475)	(0.475)	0.000	Green	Saving met in full
N7	New	Financing	Review of 20/21 inflation provision	Other Corporate Items	(4.897)	(4.897)	0.000	Green	Saving met in full
N8	New	Financing	Remove 1% Brexit related salary inflation for 2021/22 only	Other Corporate Items	(2.000)	(2.000)	0.000	Green	Saving met in full
N9	New	Financing	Remove 1% Brexit related contracts inflation for 2021/22 only	Other Corporate Items	(2.500)	(2.500)	0.000	Green	Saving met in full
N10	New	Financing	Treasury Management Review of MRP and Interest (Net)	Other Corporate Items	(0.042)	(0.042)	0.000	Green	Saving met in full
				Subtotal	(10.367)	(10.367)	0.000		
				TOTAL OF NEW MTFP SAVINGS	(17.667)	(17.492)	0.175	99.0%	
E1	Existing	Step up in Existing Savings	Review of commissioning, procurement and management of activities in Children and Families services.	People	(1.000)	(0.205)	0.795	Red	A step up in savings linked to the Children's Quality & Development Plan in 2020/21 (intended as mitigations against this MTFP saving in Children & Young People) did not happen due to changes in placements, meaning this is now reported as a pressure during 2021/22. Linked to the pressure reported against saving U3, £0.136m.
E2	Existing	Step up in Existing Savings	Reduction in employer pensions costs reflecting forecast staffing levels.	Fire	(0.030)	(0.030)	0.000	Green	Saving met in full
E3	Existing	Step up in Existing Savings	Income Generation from Enterprise Projects	Cross Cutting	(0.500)	(0.500)	0.000	Green	Saving met in full
E4	Existing	Step up in Existing Savings	Extra Care Housing	People	(0.064)	0.000	0.064	Red	Savings may be achieved where placements are made as an alternative to residential care. The saving requires 29 placements in extra care at 21 hours per week as an alternative to residential care with additional share night support. The Newton Road scheme in Penrith opens in July, CCC has 54 nominations. Historically placements have largely been made as an alternative to support at home with no material saving. The forecast assumes 20 new long-term placements as an alternative to residential care for an average of 6 months saving £0.120m. This leaves a pressure of £0.226m, which is split between Ref E4 and U4 below.
				TOTAL STEP-UP OF EXISTING SCHEMES	(1.594)	(0.735)	0.859		
E5	Existing	Step down in Existing Savings	Streetlight LED replacement programme	Economy & Infrastructure	0.096	0.096	0.000	Green	Saving met in full
E6	Existing	Step down in Existing Savings	Waste Contract	Economy & Infrastructure	0.100	0.100	0.000	Green	Saving met in full
E7	Existing	Step down in Existing Savings	Updating the 2017/18 Minimum Revenue Provision policy to allow the Council to account for debt repayments on a consistent basis from 1 April 2009. This follows the changes approved in 2016/17.	Finance	6.810	6.810	0.000	Green	Saving met in full
E8	Existing	Step down in Existing Savings	Reviewing purchasing policies for library stock to reflect the changing needs of users resulting in reduced spend on the 'Book fund'.	Corporate Customer and Community Services	0.006	0.006	0.000	Green	Saving met in full

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E8	Existing	Step down in Existing Savings	Treasury Management	Finance	1.000	1.000	0.000	Green	Saving met in full
TOTAL REDUCTION OF EXISTING SCHEMES				8.012	8.012	0.000			
U1	Existing	Step up in Existing Savings	Above inflationary increases to recover administration costs for deferred payments.	People	(0.013)	(0.013)	0.000	Green	Savings met through charges being raised as per plan.
U2	Existing	Step up in Existing Savings	Service Redesign - Residential Care - Children's Investment in 2 x 4 bed residential care provision for Children Looked After	People	(0.190)	(0.190)	0.000	Green	With the opening of the Penrith Children's residential home, it is anticipated savings will be fully deleivered against this line. There will be a balance of pressure on the whole scheme for the two homes (that had total savings of £0.330m), with a pressure of £0.070m due to the delay in the opening of the Leaving Care flats, linked to COVID delays. See line U6 fo rthis pressure.
U3	Existing	Step up in Existing Savings	Review of commissioning, procurement and management of activities in Children and Families services.	People	(0.136)	0.000	0.136	Red	A step up in savings linked to the Children's Quality & Development Plan in 2020/21 (intended as mitigations against this MTFP saving in Children & Young People) did not happen due to changes in placements, meaning this is now reported as a pressure during 2021/22. Linked to the pressure reported against saving E1, £1.000m.
U4	Existing	Step up in Existing Savings	Extra Care Housing	People	(0.346)	(0.184)	0.162	Red	See Ref E4 above.
U5	Existing	Previous partly-undelivered saving	Invest in international recruitment of social workers	People	(0.050)	(0.050)	0.000	Green	The original proposal was to recruit social workers from abroad to reduce EPW costs. Part of the savings have been achieved previous years through local recruitment as international recruitment was not achieved. It is anticipated that EPW costs will reduce as COVID pressures ease, delivering the remainder of mitigations through local recruitment, in ine with the ongoing recruitment drive for social workers.
U6	Existing	Previous partly-undelivered saving	Children's Residential Homes	People	(0.140)	(0.070)	0.070	Red	There has been a slight delay in the opening of the Leaving Care flats at the Penrith Children's Home. As such, current assumptions are that there will be a temporary slight shortfall in savings.
U7	Existing	Previous partly-undelivered saving	Day Care Service Review	People	(1.015)	(1.015)	0.000	Green	Saving to be met in full
U8	Existing	Previous partly-undelivered saving	Promoting Independence - Adults	People	(4.868)	(4.368)	0.500	Amber	The balance of Promoting Independence savings will be achieved by: - £3.033m of prior year write offs temporarily reducing savings delivery in 2020/21. In 2021/22 the gross savings are now reported and shown as delivered. - £1.445m remaining savings will be delivered through the completion of outstanding cases and the balance of any permanent reductions in high cost packages. - £0.390m phase 2, embedding the learning from phase 1 of review work
U9	Existing	Previous partly-undelivered saving	Working with partners to ensure appropriate funding of costs by relevant partners is recognised to ensure a joined up approach to service provision.	People	(0.125)	0.000	0.125	Red	Recharges to the CCGs for 100% health task Generic Domiciliary Care packages, will not be progressed in this year. The service has seen significant growth during the COVID pandemic as a key tool in the Discharge to Assess process. Proposals are in place to end new admissions to service with cases to be reviewed into 2022/23.
U10	Existing	Previous partly-undelivered saving	Car Park Income	Economy & Infrastructure	(0.050)	(0.050)	0.000	Green	Saving met in full
U11	Existing	Previous partly-undelivered saving	Integrated Transport Planning function	Economy & Infrastructure	(1.000)	(0.500)	0.500	Red	This is a Council wide saving which requires 6 key changes to deliver the saving in full, this includes the establishment of a core operational transport management functionality to plan and manage transport across the County, supply chain intervention in relation to SEND transport, Logistics and Warehousing and reduction in costs associated with staff travel. To date the supply chain intervention key change has been progressed. Savings have been achieved through this, but they are currently mitigating the SEND transport overspend. The saving is forecast to be temporarily part met by a reduction in grey mileage as a consequence of COVID new ways of working.
U12	Existing	Previous partly-undelivered saving	Customer Service Transformation	Corporate Customer and Community Services	(0.273)	0.000	0.273	Red	No delivery plan currently in place to deliver this saving.

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U13	Existing	Previous partly-undelivered saving	Digital Transformation	Corporate Customer and Community Services	(0.800)	(0.177)	0.623	Red	Delays to the delivery of SPA saving as a result of the transfer of the service, into the service centre. Potential for saving opportunities to be delivered are being explored. Brokerage element of the £0.450m saving has been identified as undeliverable as a result of increased demand on the service.
U14	Existing	Step up in Existing Savings	Income Generation - Increase in advertising revenue	Economy & Infrastructure	(0.070)	(0.070)	0.000	Green	This saving was part met in 2019/20, the remaining £0.070m is forecast as being met from elsewhere within the service.
U15	Existing	Previous partly-undelivered saving	Information, Advice & Guidance	Corporate Items	(0.291)	(0.181)	0.110	Red	Cannot be achieved as originally intended, reported in 2019/20 and 2020/21.
U16	Existing	Previous partly-undelivered saving	Deep Dive service reviews	Corporate Items	(1.390)	0.000	1.390	Red	Cannot be achieved as originally intended, reported in 2019/20 and 2020/21.
TOTAL PREVIOUS YEARS UNDELIVERED SAVINGS					(10.757)	(6.868)	3.889		
TOTAL SAVINGS TO BE DELIVERED					(22.006)	(17.083)	4.923		