

This proposal represents an alternative 2021/22 Capital Budget Proposal. The detail shows the differences compared to the Conservative proposals to aid effective debate.

2021/22 Capital Budget Proposal

Liberal Democrat Recommendations to County Council

1 Financial Direction of Travel

Insert a new paragraph 1.5, renumber the following paragraphs accordingly and delete the current paragraph 1.5 and replace as follows and updating Annex B accordingly:

1.5 Capital investment to support greener transport

Even when the danger of the pandemic has passed, the pattern – and location – of employment will have undergone a major change. At the same time, our need to respond to Climate Change will be ever more urgent. Our response to both these is that we propose an urgent review of all capital priorities, looking to shift resources away from costly road projects towards greener public transport infrastructure that is also designed for pedestrians and cyclists and develop our country parks.

- 1.6 We will supplement our externally leveraged capital resource with £30.086 million a year of borrowing. We will continue to consider invest-to-save and commercial investments in excess of this where the investment will deliver revenue savings or create additional resource for investment. We will continue with the separation of maintenance and investment programmes that has brought benefits by reducing bureaucracy.

2. 2021/22 Capital Programme

Delete Section 2 and replace as follows and updating Appendix C (the 2021/22 Capital Programme) accordingly:

- 2.1 Approval is given to a capital programme of £668.336 million. Of this £248.279 million is for 2021/22 and £420.057 million for future years. There is £75.888 million in the Capital Investment Fund that will be allocated to specific schemes, in line with

our priorities, as bids are created and considered over the five year of the 2021-26 Medium Term Financial Strategy.

- 2.2 Table 1 shows the breakdown of the programme across services, with the full detail of the capital programme attached at **Appendix C as amended by Annex A**.

Table 1: Capital Programme - Summary by Service						
Service	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Education Services	40.743	27.263	11.836	11.803	11.803	103.448
Environment Services	105.493	42.449	17.249	17.249	17.249	199.689
Fire and Rescue Service	4.231	0.120	0.120	0.120	0.120	4.711
Strategy - Communities	58.208	26.001	4.545	1.232	0.480	90.466
Adult Social Care	0.313	-	-	-	-	0.313
Children and Families	0.549	0.125	0.125	0.125	0.125	1.049
Strategy - People	0.313	-	-	-	-	0.313
Business and Customer Services	0.192	0.250	1.199	-	-	1.640
Enabling Services	20.239	14.512	10.776	10.581	10.581	66.688
Governance and Policy	2.606	0.356	0.356	0.356	0.356	4.030
Total Allocations	232.885	111.077	46.206	41.466	40.714	472.348
WPDC	-	13.716	27.216	41.153	38.015	120.100
Capital Investment Fund	15.394	11.116	16.307	13.071	20.000	75.888
Total Programme	248.279	135.909	89.729	95.690	98.729	668.336

Note: Table may not sum due to roundings.

3. Financing the Capital Programme

Delete paragraph 3.1 and replace as follows:

- 3.1 The capital programme will be financed by a mixture of capital grants, capital receipts, revenue and self-financed and corporate borrowing. A deduction will be made from services' revenue budgets for self-financed projects funded from borrowing. Table 2 provides a breakdown of the financing of the capital programme between years.

Table 2: Financing the Capital Programme						
Service	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Capital grants	72.221	27.613	22.739	22.739	22.739	168.051
Third party contributions	49.690	17.337	0.275	-	-	67.302
Capital receipts	15.292	3.945	25.972	22.966	60.557	128.732
Revenue	1.133	-	-	-	-	1.133
Borrowing	109.943	87.014	40.743	49.985	15.433	303.118
Total Financing	248.279	135.909	89.729	95.690	98.729	668.336

Note: The borrowing figure is greater in 2021/22 as it includes the funding of capital spend financed by borrowing that was originally planned for in earlier years.

4. Prudential Guidelines and Limits

- 4.1 The Affordable Borrowing Limit and other Prudential Indicators consistent with the capital programme for 2021/22 form part of the Treasury Management and Investment Strategies elsewhere on today's agenda. The Strategic Director for Resources is authorised to update these strategies, as required, to reflect the capital programme approved as part of this amendment.

5. Strategic Director for Resources: Statement

- 5.1 The following statement from the Strategic Director for Resources is noted:

"As "Chief Finance Officer" the Local Government Act 2003 requires me to report on the robustness of the estimates made for the purposes of the budget calculations. In overall terms I am of the view that this capital programme has been prepared based on realistic assumptions about risk and affordability and that it represents a robust and realistic programme. The reduced capacity in the Capital Investment Fund will require an enhanced level of scrutiny and prioritisation as projects come forward for evaluation and approval."

All other paragraphs/sections remain unchanged.

Changes to the 2021/22 Capital Programme - by Outcome and Service

Add/amend the proposals below to those listed in Appendix C:

Service	Scheme Title	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
Capital Investment Fund							
Corporate	Proposed programme	20,308	16,030	21,221	17,985	24,914	100,458
Corporate	Reduction in funding available as a result of the reduced provision for borrowing costs included in or revenue amendment.	(4,914)	(4,914)	(4,914)	(4,914)	(4,914)	(24,570)
	Total for Capital Investment Fund	15,394	11,116	16,307	13,071	20,000	75,888
	Total Investment Programme	173,182	105,156	60,623	66,779	69,818	475,558
	Total Capital Programme	248,279	135,909	89,729	95,690	98,729	668,336

Note: Figures may not sum due to rounding

This proposal represents an alternative 2021/22 Revenue Budget Proposal. The detail shows the differences compared to the Conservative proposals to aid effective debate.

2021/22 Revenue Budget Proposal

Liberal Democrat Recommendations to County Council

The County Council is recommended to plan its budget framework for 2021/22 on the following basis:

Section 1

Delete Section 1 and replace as follows:

1. Financial Direction of Travel

- 1.1 Warwickshire, like the rest of the UK, has been fighting the Covid pandemic throughout most of 2020. We would like to place on record our gratitude to all the key workers, NHS, and care staff, along with all WCC staff at every level, who have been involved in this fight. We also need to record our thanks to all the community groups and volunteers who have helped to support individuals and communities in this fight.
- 1.2 It is now acknowledged that the Conservative government acted very late in supporting care staff, especially those working in care homes, with disastrous effects. It is also becoming clear that the government wasted money on poor procurement of PPE, as recorded in the report published by the National Audit Office [\[https://www.nao.org.uk/report/supplying-the-nhs-and-adult-social-care-sector\]](https://www.nao.org.uk/report/supplying-the-nhs-and-adult-social-care-sector). If local government had acted in this way, the government would have been highly critical – and with good reason.
- 1.3 We note that the Chancellor has only conducted a one-year settlement and by his actions is forcing local authorities to increase council tax and pass the burden directly onto residents.
- 1.4 As Warwickshire County Council heads towards adopting a new medium-term financial Strategy (MTFS) and as we go through Lockdown 3 and then look forward from the

pandemic, the Liberal Democrats are setting clear priorities that will be used for all decision making.

1.5 We believe that Covid has changed everything and our priorities are to make Warwickshire:

- **Fairer** – giving opportunities for all
- **Caring** – for all our residents
- **Greener** – there is no planet B.

1.6 The Liberal Democrats ambition is to build sustainable and resilient communities and reduce health inequalities, supporting young people, children, and families especially as they start to come out of this pandemic. To achieve this will require a new approach, our proposals are:

- To reorganise savings, especially in 2021-22 to give services the space they need to redesign and restructure themselves, so they can operate in the post-pandemic climate.
- To change the present revenue investment funds from the four funding streams into two, and organise them into more focused funds to enable:
 - ❖ **Climate Change**, accelerating the work needed to make Warwickshire County Council a net zero carbon producer by 2030. Supporting greening our towns and supporting the awards of High Street funds. Support for joint City of Culture greening initiatives that benefit Warwickshire residents. Business cases should also seek to support a green economy targeting micro business that are innovative; and
 - ❖ **A Fairer, Caring Fund** that prioritises strengthening Warwickshire's towns and communities by working in partnership making us a leader in supporting the extra work needed in supporting vulnerable people and especially such areas as autism and dementia.
- Invest £0.150 million on a permanent basis to ensure Warwickshire is better in increasing its biodiversity and in supporting the next generation through education and the Eco Schools programme.
- Invest £0.150 million on an on-going basis towards developing partnership working across the whole of Warwickshire at every level, empowering Town and Parish Councils and supporting the work of the Warwickshire Association of Local Councils.
- Invest £0.200 million on an on-going basis to support the Council's new duties regarding Domestic Abuse and to develop new prevention programmes.

- Invest £4 million over the medium term towards supporting families and young people who have suffered during Covid targeted especially around anxiety and mental health. This allocation should also be used to strengthen safeguarding in Warwickshire.
 - Invest £0.300 million over three years to support the development of new cycling routes and improving rights of way and forestry.
- 1.7 We have had to make difficult decisions and choices in developing these proposals. We have not taken decisions to address the short-term challenges we face that undermine our financial sustainability over the medium term or leave financial ‘gaps’ to be closed in future years. We will deliver £6.0 million of budget reductions in 2021/22, increasing to £49.2 million by 2026.
- 1.8 We do acknowledge the need for an increase in local tax. We will use the opportunity provided by the government to levy an additional 3% council tax, phased across two years, to provide additional ring-fenced resources to fund adult social care services. We will take 1% of this additional levy in 2021/22 and propose to take the balance in 2022/23. In addition, we require an increase of 1.99% on the council tax for all other services. In total, this means a 2.99% council tax increase for 2021/22, equivalent to an increase of 86p per week for a Band D dwelling.

Section 4

Delete Section 4 and replace as follows:

4. Revenue Allocations

- 4.1 To reflect the significant pressures on communities and the increasing demand for services we are responsible for, whilst ensuring we continue to develop so we can deliver the public services expected for the future, we are making allocations totalling £38.112 million.
- 4.2 We will provide £10.618 million for the estimated cost of pay and price inflation in 2021/22, allocated between Services as shown in **Appendix A**. In making this allocation it is acknowledged that the allocation to Services for inflation is an approximate cost, recognising that some costs will increase above the standard rate and some below. Once the overall allocation has been agreed, a Service will have the opportunity to allocate the funding provided to reflect where inflation will impact at a local level.
- 4.3 In addition to meeting the estimated cost of inflation we will also provide £27.494 million to meet additional spending need, of which £5.316 million is time limited. Details of the

allocations and how we expect the funding to be used are also detailed in **Appendix A** for permanent allocations and **Appendix B as amended by Annex B** for time-limited allocations.

- 4.4 Allocations for future years, as listed in Appendices A and B, are indicative at this stage. They are detailed as part of ensuring that our budget proposals are robust and sustainable over the medium term. We require the need for, and level of, all these allocations to be reviewed as part of the 2022/23 Medium Term Financial Strategy refresh.
- 4.5 We expect Services to manage all other issues in 2021/22 from within existing financial resource levels and support the planned use of £3.719 million of earmarked reserves to provide capacity to invest in service change and to allow space to effectively implement service redesign/reprioritisation.

Section 5

Replace paragraph 5.4 as follows:

- 5.3 Our plan for budget reductions will generate savings of £6.000 million in 2021/22 and a further £43.173 million over the period of the Medium Term Financial Strategy. Approval is given to the plans for the delivery of these savings detailed in **Appendix D as amended by Annex D**. If during 2021/22 any of the budget reductions do not materialise to the degree shown, the Assistant Director in conjunction with their Strategic Director and Portfolio Holder should identify alternative proposals to ensure the required levels of reduced spend are delivered and report this as part of quarterly monitoring.

Replace paragraph 5.9 as follows:

- 5.9 We will use £9.747 million of reserves in 2021/22 to fund time-limited costs and budget allocations and to accommodate the differences in timing between spending need and the delivery of savings and/or growth in the business and council tax taxbases.

Section 6

Replace paragraph 6.7 as follows:

- 6.7 We recognise our MTFS means significant challenges for the organisation, including the changing way in which people want to access services. Our proposals recognise that this will take time and investment and a broad engagement with all those affected, both inside

and outside the organisation. Our MTFS requires the use of £42.6 million of reserves, including £9.7 million in 2021/22, to fund time-limited costs and budget allocations and to accommodate the differences in timing between spending need and the delivery of savings and/or growth in the business and council tax taxbases. The availability of this level of reserves is consistent with our Reserves Strategy, attached at Appendix C.

Section 7 – Strategic Director for Resources Statement

Delete Risk 9 - Impact on the Medium Term Financial Strategy and replace as follows:

Risk 9 – Impact on the Medium Term Financial Strategy

The Medium Term Financial Strategy (MTFS) outlines the significant additional financial challenge to the authority in future years. The indicative future spending allocations and planned reductions deliver a balanced MTFS over the period of the Council Plan with a 1.99% annual increase in the council tax in future years plus the additional 2% adult social care levy in 2022/23. Without this level of increase in council tax, or if future spending needs exceeds the indicative levels, further budget reductions will need to be identified and delivered to ensure the budget remains sustainable. The recommendations require additional or earlier budget reductions above the levels proposed by services and reductions in spending allocations that may, in 2021/22, require the restructuring of services and reductions in activity levels. The detailed planning to understand whether these specific proposals are deliverable is not yet fully understood and if these changes cannot be implemented this will require a further use of reserves. Over the longer term, and in an extremely uncertain environment, the reduction in the provision for future spending need will reduce the Authority's flexibility to manage any new spending pressures without increasing the level of budget reductions required beyond the current scale. If these cannot be delivered alternative savings will need to be identified. If this is not forthcoming, then spending proposals will need to be delayed. Given this challenge Members are advised it is important that decisions taken in agreeing the 2021/22 budget do not increase this financial risk. The commitment of Members to meet the financial challenges ahead and take the decisions needed to ensure the finances of the authority remain robust into the future is welcomed.

Amend the final paragraph of the Strategic Director for Resources statement as follows:

I have also undertaken a risk analysis of the adequacy of financial reserves, taking account of the financial risks above. This highlighted the need to retain a minimum of £21.4 million in general reserves in 2021/22. This resolution makes provision for this level of reserves. This amendment proposes the use of more than 20% of the available reserves in the first year of the Medium Term Financial Strategy and delays a number of savings until later in the five year period; together, these factors increase financial risk, given the uncertainty

about our future funding base and the potential increases in future demand. However, I am of the view that, this budget does provide for an adequate level of reserves.”

Section 8

Delete Section 8 and replace as follows:

8. Summary of Service Estimates

8.1 Approval be given to the individual service net revenue estimates shown below, which will be finalised for the service estimates to be presented to Cabinet in March 2021 of:

	Base Budget £	Additional Investment £	Funding Sources £	Total £
Education Services	122,187,154	6,355,000	(34,000)	128,508,154
Environment Services	25,863,439	366,000	(352,000)	25,877,439
Fire and Rescue Service	21,851,946	436,000	(385,000)	21,902,946
Strategic Commissioning - Communities	21,184,330	1,494,000	(95,000)	22,583,330
Adult Social Care	153,127,335	8,181,000	(700,000)	160,608,335
Children and Families	60,760,274	10,139,000	(542,000)	70,357,274
Strategic Commissioning – People	33,356,498	1,543,000	(218,000)	34,681,498
Business and Customer Services	18,303,246	120,000	(374,000)	18,049,246
Commissioning Support Unit	6,042,401	64,000	(105,000)	6,001,401
Enabling Services	24,807,801	624,000	(1,134,000)	24,297,801
Finance	5,379,891	100,000	(16,000)	5,463,891
Governance and Policy	1,976,785	0	(358,000)	1,618,785
Other Services – spending	29,711,490	8,690,000	(1,687,000)	36,714,490
Other Services - schools and funding	(88,719,000)	0	(139,681,000)	(228,400,000)
	435,833,590	38,112,000	(145,681,000)	328,264,590
<u>Contributions to/(from) reserves:</u>				
- Earmarked Reserves	3,719,000	0	0	3,719,000
- General Reserves	0	0	(9,747,412)	(9,747,412)
Budget Requirement	439,552,590	38,112,000	(155,428,412)	322,236,178

All other sections/paragraphs remain unchanged.

Changes to the 2021-26 Permanent Investment Proposals

Figures in brackets represent a reduction in the budget allocation. Figures without brackets are an increased allocation.

Purpose of the Allocation by Service	Allocation	Indicative Additional Future Allocation			
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000
Strategic Commissioning for Communities					
Infrastructure and Sustainable Communities Resource - Removal of the allocation to increase the staffing capacity of the team to increased capacity to support the activity around the national cycling tours, infrastructure development and HS2.	(96)	0	0	0	0
Strategic Commissioning for People					
Domestic abuse - An allocation towards implanting the new duty's regarding Domestic Abuse and to develop new prevention programmes.	200	0	0	0	0
Commissioning Support Unit					
Contract Management & Quality Assurance - A reduction in the allocation to provide for increased capacity to progress commissioning savings across the Council.	(64)	0	0	0	0

Changes to the 2021-26 Permanent Investment Proposals

Figures in brackets represent a reduction in the budget allocation. Figures without brackets are an increased allocation.

Purpose of the Allocation by Service	Allocation	Indicative Additional Future Allocation			
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000
Enabling Services					
Recruitment - A rephasing of the allocation to the HR Service to recentralise aspects of the recruitment process that is currently delegated to managers to improve the efficiency and effectiveness of the process and reduce the pressure on managers.	(60)	60	0	0	0
Pensions Payroll - A reduction in the allocation to increase the capacity of the service to meet the requirements of the Warwickshire Pension Fund.	(4)	0	0	0	0
Corporate Services					
Eco schools - An allocation to improve Warwickshire's biodiversity and support the next generation through education and the ECO Schools programme.	150	0	0	0	0
Partnership working - An allocation to support the development of working at every level across Warwickshire, empowering Town and Parish Councils and supporting the work of the Warwickshire Association of Local Councils.	150	0	0	0	0
Provision for Future Indicative Spending Pressures - A reduction in the provision for future, currently unknown and unquantified, spending need, including future pay costs in line with National Living Wage increases. The provision will mitigate future potential costs as part of ensuring the Council's services are sustainable over the medium term.	0	(250)	(250)	(250)	(750)
Annual Change in Permanent Allocations	276	(190)	(250)	(250)	(750)
Total Change in Permanent Allocations	276	86	(164)	(414)	(1,164)

Changes to the 2021-26 Time-limited Investment Proposals

Figures in brackets represent a reduction in the budget allocation. Figures without brackets are an increased allocation.

Purpose of the Allocation by Service	Allocation	Indicative Additional Future Allocation			
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000
Environmental Services					
Active travel and wellbeing - A three year allocation to support the development of new cycle routes and improving rights of way and forestry.	100	100	100	0	0
Strategic Commissioning for Communities					
HS2 - A reduction in the annual allocation to continue work to mitigate the impacts of HS2 on Warwickshire residents and communities.	(83)	(53)	(53)	(53)	(53)
City of Culture - A reduction in years two and three of a three-year allocation to continue investment on the City of Culture to deliver economic benefits to Warwickshire's communities and businesses.	(100)	(150)	0	0	0
Cycle-racing - Removal of the second year of the two-year allocation to continue to provide funding to support the cycling events.	0	(100)	0	0	0
Children and Families					
Strengthening safeguarding - A four year allocation to support families and young people who have suffered during Covid targeted especially around anxiety, mental health and to strengthen safeguarding in Warwickshire.	1,000	1,000	1,000	1,000	0

Changes to the 2021-26 Time-limited Investment Proposals

Figures in brackets represent a reduction in the budget allocation. Figures without brackets are an increased allocation.

Purpose of the Allocation by Service	Allocation	Indicative Additional Future Allocation			
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000
Finance					
Invest to save for redesign - A reduction in the first year's allocation to provide additional capacity for process redesign and to implement new digital and automation technologies including IT systems investment costs. This investment is required to support the delivery of the Finance Service savings proposals.	(50)	0	0	0	0
Total Change in Time-Limited Allocations	867	797	1,047	947	(53)

Changes to the 2021-26 Proposed Budget Reductions

Figures in brackets represent an increase in the budget reduction. Figures without brackets are a reduction on the savings required.

Purpose of the Allocation by Service	Reduction	Indicative Additional Future Reduction			
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000
Education Services					
Maximise traded income from Education Service - Rephase the increase traded income from the Governor and Attendance service as well as review and modernise music services.	10	0	2	(12)	0
Environment Services					
County Highways gulley cleaning efficiencies - The use of new technology to move the gulley cleansing programme onto a 'risk based' approach with the expectation that the technological approach will reduce the need for cleansing by being able to target activity more effectively.	0	(100)	0	(150)	(150)
Expansion of traded income across the service - Areas to be targeted for increased income include improving efficiencies and increasing income from external contracts, new future external contracts and MOT sales to public, enforcement income from network management, ecology surveys and the forestry service.	0	(5)	(55)	(50)	0
Management of highways maintenance costs - A rephasing and increase in the budget reduction from a review of highways maintenance spend, road conditions survey work and capitalisation of contract overheads.	0	375	(375)	(300)	0
Winter gritting service review - Increase the budget reduction from the review of winter gritting service with a view to reduced expenditure through more efficient services, including the use of thematic routes to optimise services.	0	0	0	(100)	0

Changes to the 2021-26 Proposed Budget Reductions

Figures in brackets represent an increase in the budget reduction. Figures without brackets are a reduction on the savings required.

Purpose of the Allocation by Service	Reduction	Indicative Additional Future Reduction			
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000
Strategic Commissioning for Communities					
Country Parks income review - Increase the income generated from applying a commercial approach to Country Parks income streams	0	0	0	(10)	0
Countywide waste collection & disposal authority - Creation of a countywide body to benefit from coordination efficiencies	0	(1,000)	(800)	0	0
Increase income funding from HS2 - Ensure HS2 contributions are efficiently and effectively generated and collected	0	(30)	0	0	0
HS2 communications budget review - Review internal communication resource for HS2	0	0	(50)	0	0
Increased income from business centres portfolio - Rephase and increase the income to be generated from the introduction of virtual office space so that businesses can use the mail/phone/meeting space functions at the Business Centres but not physically rent a unit. A greater range of facilities and options at business centres, that would be beneficial to local businesses and wider partners.	0	75	(50)	0	(100)
Parking review - Remove the reduction from the implementation of business parking permits	0	445	0	0	0
Road safety advice income - Increase the income opportunities from road safety advice	0	(20)	(20)	0	0

Changes to the 2021-26 Proposed Budget Reductions

Figures in brackets represent an increase in the budget reduction. Figures without brackets are a reduction on the savings required.

Purpose of the Allocation by Service	Reduction	Indicative Additional Future Reduction			
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000
Adult Social Care					
Business support and direct payments - Rephase the savings from the reduced cost of business support as part of the wider organisation review of support functions and the introduction of the new payments system.	150	(150)	0	0	0
Commissioning approach for younger adults - Reduce and rephase the savings from the redesign the commissioning approach for younger adults to ensure a more efficient arrangement and an improved brokerage function.	100	150	(150)	0	0
Further savings on third party spend - Rephase the savings from the review of services purchased from third parties to ensure value for money	217	(31)	18	0	(204)
Housing with support for older people - Reduce and rephase the savings from the further development of the housing with support offer to reduce reliance on residential provision for all ages; including consideration of capital investment to secure revenue savings.	200	500	0	0	(500)
Management of cost of Adults service provision - Rephase the savings from the management of the budgeted cost increases of externally commissioned care	500	(500)	0	0	0

Changes to the 2021-26 Proposed Budget Reductions

Figures in brackets represent an increase in the budget reduction. Figures without brackets are a reduction on the savings required.

Purpose of the Allocation by Service	Reduction	Indicative Additional Future Reduction			
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000
Children and Families					
Manage demand for Children's Services - Reduce and rephase the savings from implementing multiple activities that are already in project across Children's Services, aimed at a reduction in the number of children needing care, single assessments and Children in Need.	0	0	1,741	1,530	(1,530)
Maximise Income & Contribution to Care Packages - Rephase the saving from the efficient collection of health contributions to CIC placements, permanent Income and income from Education Safeguarding Training.	275	50	(50)	(275)	0
New ways of working in children's services - Rephase the saving from the expected reductions in staff travel, room hire, client travel and expenses from new ways of working post-Covid.	315	0	0	(315)	0
Recalibration and reduction of staff - Rephase the saving from the reduction of posts across the Children & Families Service through natural wastage and redeployment alongside recognising natural underspends from staff turnover and operating under capacity.	500	0	0	(500)	0

Changes to the 2021-26 Proposed Budget Reductions

Figures in brackets represent an increase in the budget reduction. Figures without brackets are a reduction on the savings required.

Purpose of the Allocation by Service	Reduction	Indicative Additional Future Reduction			
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000
Strategic Commissioning for People					
Integrated and Targeted Support - Remove the saving from the review of expenditure on domestic abuse, smoking cessation and falls prevention targeted support.	69	100	0	0	0
Redesign Housing Related Support Offer - Remove the saving from replacing the housing related support service offer with appropriate care delivery consistent with standard council provision	0	0	0	500	500
Review subsidy of community meals service - Remove the budget reduction from reviewing the subsidy of non-statutory community meals for residents	0	0	160	0	0
Business and Customer Support					
Business and Customer process efficiencies and Customer Support service redesign - Reduce and rephase the savings required from efficiencies through ongoing service redesign and automation and the rationalisation of the organisation's approach to customer support.	150	266	19	(100)	0
Community development - Remove the saving from commissioning the community development function.	0	0	20	0	0

Changes to the 2021-26 Proposed Budget Reductions

Figures in brackets represent an increase in the budget reduction. Figures without brackets are a reduction on the savings required.

Purpose of the Allocation by Service	Reduction	Indicative Additional Future Reduction			
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000
Commissioning Support Unit					
Reduction in use of consultancy, subscriptions and apprentices - Increase the saving from the use of subscriptions, consultants and apprentices to ensure value for money.	(9)	0	(8)	0	0
Training & conferences - Increase and rephase the saving from the efficient procurement of training and conferences through centralisation of contracts.	(50)	(40)	66	0	0
Enabling Services					
Facilities cost savings from property asset rationalisation - Increase the saving from facilities management and maintenance cost savings linked to asset rationalisation.	(16)	0	0	0	0
Corporate Services					
Digital Solutions - Increase the savings from efficiencies across Resources Directorate through investment in digital solutions and process redesign. <i>(Delivery will be the responsibility of the Assistant Director - Enabling Services).</i>	(50)	(50)	0	0	0
Borrowing costs - A reduction in the cost of borrowing as a result of reducing the annual CIF allocation to £20m a year.	(392)	(392)	(392)	(392)	(392)
Total in-year change to budget reductions	1,969	(357)	76	(174)	(2,376)
Total cumulative change to budget reductions	1,969	1,612	1,688	1,514	(862)