

North Somerset Council

REPORT TO COUNCIL

DATE OF MEETING: 8 JANUARY 2019

SUBJECT OF REPORT: MEDIUM TERM FINANCIAL PLAN & REVENUE BUDGET UPDATE

TOWN OR PARISH: ALL

MEMBER PRESENTING: LEADER OF THE COUNCIL & THE EXECUTIVE MEMBER FOR FINANCE

KEY DECISION: N/A

RECOMMENDATIONS

The Council is asked to note:

- i. The updated budget projections as at the end of December 2018 within the Medium Term Financial Plan;
- ii. The next steps and timescales for finalising the MTFP and setting the 2019/20 revenue budget, as set out in the report.
- iii. The alternative budget proposals which will be presented to the meeting for discussion and consideration within the 2019/20 budget.

1. SUMMARY OF REPORT

Reports to both Council and the Executive over recent months have provided details of the Council's Medium Term Financial Plan (MTFP) forecasts, which have taken account of the anticipated levels of resources available and the projected increases in demand and cost of services for the period 2019 to 2024.

The MTFP modelling had required the council to identify savings of over £10m in order to balance the budget for the 2019/20 financial year, something which has become incredibly challenging given that savings of c£100m have been incorporated into the council's budgets since 2010.

This report updates the MTFP forecasts for changes that have occurred to previous planning assumptions, as well as reflecting the details contained within the Governments provisional financial settlement which was announced on 13 December 2018, and advises on the revised revenue budget gap.

As in previous years the financial impacts of the council's capital programme decisions and treasury management policies will be fully integrated within the revenue budget report which will be presented to the Executive on 5 February 2019. However separate reports covering both of these areas in detail will be presented to the Executive at the same meeting.

2. POLICY

The MTFP is a core strategic document which aims to support delivery of the council's Corporate Plan, and which looks ahead at the key financial challenges and opportunities for the council over a five-year horizon. In addition, there is a legal requirement to produce a robust revenue budget for the 2019/20 financial year along with relevant council tax bandings and rates. This will be published and approved by Council in February 2019.

3. DETAILS

3.1 Updated resource assumptions

Government funding

The council previously accepted the Governments' 4-year funding settlement which means that the baseline components and values included within the provisional local government finance settlement, announced on 13 December 2018, were broadly in line with previous forecasts although there were changes to two specific grant elements and the MTFP resources table will be updated for the following items;

- The council will receive £467k more S31 grant than anticipated, largely as a result of the governments' decision to re-distribute the business rate Levy Account surplus,
- New allocations of New Homes Bonus grant were announced which will reduce the amount of grant to be received in 2019/20 by £463k.

In addition to these changes the government also confirmed the major new "one-off" funding announcements that were made by the Chancellor in the Autumn Budget in respect of social care pressures, and set out the allocations for each council. Funding totalled £650m and comprised of two elements:

- **Winter Pressures Funding** - £240m of additional funding has been allocated in 2019/20 for councils to spend on adult social care services to help alleviate winter pressures on the NHS. This is an extension of the £240m that was announced at the Conservative party conference in October 2018 for 2018/19, and has stringent reporting conditions. The allocation of this grant for North Somerset Council is £924k. Further details have been reported to the Executive.
- **Social Care Support Grant** - a further £410m has been allocated in 2019/20 for social care. The government indicated that councils should use this additional funding to "ensure that adult social care pressures do not create additional demand on the NHS". Councils have been given more flexibilities than the winter pressures funding and can use this grant to fund social care services for older people, people with disabilities and children. The allocation of this grant for North Somerset Council is £1,578k.

It should be noted that the grant allocations for next year are one-off in nature and therefore only a short-term funding resource and will not provide the longer-term solution that is required to address the underlying cost pressures within the councils' budget. The

government is still not clear where and when the Green Paper to address this will be produced.

Other areas to note within the provisional settlement include;

- **Council Tax Thresholds** – unitary and county councils, London boroughs, the GLA and fire and rescue authorities will be able to increase their core Band D council tax up to a maximum cap of 3% in 2019/20, to ensure that the Band D keeps pace with other inflationary measures. In North Somerset Council, an increase of 1% would broadly equate to approx £1m using the new tax base.

Other thresholds are in place, e.g. police and crime commissioners will be able to increase their precept by up to £24 per year, the maximum increase in 2018/19 was £12 per year.

- **Adult Social Care Precept** – the government created an adult social care precept in 2015 which allowed councils to increase their council tax by an extra 2%. In 2016 this policy was extended and allowed for a maximum increase in council tax of 6% during the period 2017/18 to 2019/20. The council reached this maximum in 2018/19.
- **New Homes Bonus grant** – no further changes were made to the way that the NHB grant is calculated for 2019/20, and the government confirmed that the baseline growth level will remain at 0.4%. This means that councils will only receive grant for increases beyond this threshold. Should the baseline threshold have been increased, then the council's share of NHB grant would have been reduced by more than the £463k shown above.
- **Business rates retention and pilots** – the government previously announced that the local share in the Business Rate Retention Scheme (BRRS) will increase from 50% to 75% in 2020/21, although it is anticipated that the increase in local share will be fiscally neutral and will therefore be matched by transfers of Revenue Support Grant, public health or other grants as well as transfers of responsibility. Specific details on grant allocations and transfers are still awaited and so the council cannot project the financial impacts in these areas.

The government has been modelling and testing the various funding scenarios that may be introduced as part of the transition to the new framework, by way of its 75% Pilot authority programme. This also provides councils the opportunity to understand and plan for the new system, as well as gain a temporary funding benefit in respect of grant allocations. The council was not successful in its bid to become a new Pilot authority for 2019/20 which means that there will be no change to the current MTFP resource forecasts.

Council Tax Base & Income

Before setting its council tax charges, the council has a statutory duty to set its tax base between 1st December and 31st January each year, ahead of the following financial year, and the tax base is required to be based on the valuation list on a 'specified day' of the previous year, i.e. 30 November 2018. The tax base information must be passed to the Town and Parish Councils and other major precepting bodies in order that they may calculate their precepts, which is requested by the end of January in order that the full figures can be shown in the Council Tax Setting report to Council in February.

Under the regulations the council tax base is the aggregate of the 'relevant amounts' calculated for each valuation band, multiplied by the authority's estimated collection rate for the year. The relevant amounts are calculated as the number of chargeable dwellings in each band shown on the valuation list on a specified day of the previous year, adjusted for the following:

- the number of discounts and reductions that apply to those dwellings,
- the number of new properties expected to become taxable over the 16 months from the specified day on a pro rata basis,
- the estimated collection rate applied to cover collection risk factors

The proposed tax base for 2019/20 is 79,371.8 chargeable 'Band D' properties, which is an overall increase of 1,368.3 Band D equivalent properties from the previous year. These calculations assume an estimated property margin of 99.2%, this being an allowance which takes into account potential adjustments and movements within the calculations in respect of the phasing of house-building timescales, discounts, as well as collection levels.

The increase in the tax base has been derived from the following movements:

- increase in number of chargeable Band D properties as a result of housing growth,
- reduction in number of Band D properties in receipt of council tax support

3.2 Other changes to the MTFP

Growth pressures

Having reviewed the details supporting the funding announcements for social care, including the winter pressures grant, it is clear that some additional costs will need to be incurred by the council in order to deliver on the governments' ambitions, as well as to stabilise the local provider market where necessary.

These requirements include areas such as improving hospital discharge times and processes, undertaking weekend and out of hours' assessments, providing advice and building capacity within domiciliary care markets and also funding core contract costs. As a result additional growth of £1.324m will be included within the People and Communities draft budget to cover these anticipated obligations and cost pressures.

This action would mean that the council will increase its adult social care spending budgets by a total of £4.074m in 2019/20.

It is proposed that a further sum of £400k be included within the council's corporate contingency budget in an effort to reverse reductions actioned in prior years and provide additional capacity for unfunded pressures. This would increase the budget to £900k, which equates to approximately 0.6% of the revenue budget.

Savings proposals

All aspects of the MTFP continue to be reviewed and assessed to ensure that the draft budget is robust and supported by latest forecast data. Other changes include updates to the following savings proposals;

- Removal of CSD15 - £95k increase in council tax income – this saving will still be delivered although for accounting purposes has been subsumed into the councils' tax base calculation and the income is now reflected within the increased resource total shown above,

- Removal of CSD7 - £50k public health – after completing various due diligence assessments this proposal has been withdrawn from the MTFP to remove any double counting with the core public health savings proposals.

A full list of the current savings proposals is shown in Appendix 1.

Council Tax Support Scheme

The council has a requirement to adopt a council tax support scheme by the 11 March each year, and in order to do this it must consider whether to revise or replace the scheme currently in place. There is no statutory obligation for a billing authority to revise or replace the current scheme although an annual review should take account of a range of issues including policy changes to benefits and to claimants' circumstances. Changes were made to the 2018/19 scheme however, the MTFP for next year assumes that no further amendments will be made and the current council tax support scheme will remain in place during 2019/20.

Schools budgets – high needs pressures

On 16 December 2018, the government announced £250m of additional national funding for High Needs, which will be distributed to councils through the Dedicated Schools Grant (DSG). The high needs funding system supports provision for children and young people with special educational needs and disabilities (SEND) from their early years, to age 25. The additional funding will be apportioned equally between the 2018/19 and 2019/20 financial years and has been allocated on the basis of Office for National Statistics projections for the 2 to 18 year-old population in each local authority. North Somerset's share is £458k in each of the financial years 2018/19 and 2019/20.

There are a number of options as to how this funding is used within the DSG, and these are being worked through. However, it should be noted that there appears to be an expectation from the Department for Education that this additional funding will mean that there should be less of a requirement for high needs expenditure to be funded from the 'schools block' in 2019/20.

In addition to the £250m of revenue grant funding, the government also announced £100m of capital funding to support creating more specialist places in mainstream schools, colleges and special schools; the council will receive its capital allocation in the Spring.

3.3 Updated revenue budget forecast

The updated information received during December has been incorporated within the council's MTFP revenue budget forecast and a summary of the movements is shown below.

	£000
Revenue budget gap reported to Executive, December 2018	1,950
Net increase in resources	-2,860
Increase in growth allocations	1,804
Changes to savings proposals	145
Revised revenue budget gap for 2019/20	1,039

3.4 Approach to addressing the financial gap

As previously reported to the Executive, the council's financial planning shows an extremely challenging position for the year ahead as cost and demand pressures for our services continue to increase whilst resources remain at broadly similar levels to the current financial year, meaning that savings proposals of approximately £10m have been considered and already included within the latest revenue budget forecasts for 2019/20. With a revised budget gap of £1.1m still remaining however, this is clearly not enough and further work must be completed in order to set a balanced budget for next year.

The December 2018 report outlined various options to be considered to address the budget gap, some additional information has been received since that time as well as further work undertaken. It is proposed that the council will continue to explore the following areas during January 2018;

- Resources – council tax income levels could be reviewed and increased beyond the modelled level of 1.75%, up to the 3% cap confirmed within the provisional local government finance settlement.
- Resources - income levels relating to business rates and associated grants will be reviewed following receipt and submission of the forecast NNDR return.
- Commercial investments – a short-term financial benefit for 2019/20 could be generated should the timeframes associated with the investments be amended.
- Explore any other areas of charging with a view to increase income generation beyond existing levels.

A full list of current savings proposals was discussed at the Members briefing on 10 December 2018, and the summary equalities impact assessments, have been published on the councils' website.

3.5 Timetable for setting the 2019/20 revenue budget

The council is required to set a robust revenue budget for 2019/20 by the end of March 2019, and the proposed timetable is as follows:

What	When	Who
Update on resources and MTFP planning assumptions and consideration of Alternative budget proposals	8/1/2019	Council
Budget consultation	Jan 2019	Members, stakeholders, equalities groups
Recommend a budget and council tax levels to Full Council	5/2/2019	Executive
Approval of 2019/20 revenue and capital budgets and council tax levels	12/2/2019	Council

3.6 Alternative budgets

The Executive will consider alternative revenue budget proposals which are put forward by other political groups. It is anticipated that these budgets or items will be presented to the meeting and Members should note the details of such proposals and consider whether they wish to incorporate any items within the draft budget to be presented to the Executive at its meeting in February 2019.

4. CONSULTATION

The government expects that local authorities will be able to demonstrate that they have in place mechanisms to ensure that 'representatives of local people' are being appropriately informed, consulted or involved in services, policies or decisions that affect or interest them.

The councils' previous focus has been on specific savings proposals which particularly impact on service users and the general public. Budget proposals will be scrutinised by Member panels, shared with the public as well as other key stakeholders such as local business, partner organisations and other groups such as the equality related forums.

Individual savings proposals that impact directly on service users will be subject to specific consultation arrangements prior to implementation.

5. FINANCIAL IMPLICATIONS

Financial implications are contained throughout the report.

6. LEGAL POWERS AND IMPLICATIONS

The Local Government Act 1972 lays down the fundamental principle by providing that every local authority shall make arrangements for the proper administration of their financial affairs, although further details and requirements are contained within specific local government finance legislation. The setting of the council's budget and the resultant council tax levels for the forthcoming year is an integral part of the financial administration process.

7. RISK MANAGEMENT

In setting the revenue and capital budgets, the council takes full account of the known key financial risks that may affect its plans. The most significant financial risks are either being explicitly provided for in the base budget or are covered by either the unallocated contingency budget, the Corporate Risk Reserve or Working Balances.

The residual uncertainty of local government finance including business rate retention, the wider economic conditions and fairly short-term nature of funding settlement attracts a high degree of risk in terms of financial planning.

Officers will continue to test the impact of varying key assumptions in the medium term financial strategy to assess the sensitivity of the indicative budget figures. This informs decisions about the level of working balances needed to provide assurance as to the robustness of the budget estimates.

A risk register is continually updated which reflects the most significant areas of the council's financial planning, although at this time some of the most significant risks are shown below;

- Potential legacy over-spending from 2018/19;

- Increasing costs of looked after children;
- Increasing demand for services for the elderly and adults and children with complex disabilities;
- Stability of and increasing costs in the social care market;
- Additional demands for education services for those with SEND
- Continued inflationary pressures;
- Financial pressures facing the health economy and their impact on our income and expenditure;
- Ability to identify robust, deliverable and timely budget action plans and savings proposals to close the budget gap, which are not counter-productive and which minimise impact on individuals and communities;
- Our ability to invest and regenerate in order to create income and growth

8. EQUALITY IMPLICATIONS

In considering its vision, ambitions and financial planning the council should be mindful of its Public Sector Equalities Duties to have due regard to the need to:

- eliminate unlawful discrimination
- advance equality of opportunity; and
- encourage good relations between groups.

As per previous years, we will undertake thorough Equality Impact Assessments, (EIA), for all significant budget savings plans. Summary EIAs have been placed on the council's website during December 2018 with detailed EIAs for specific proposals being published in early January 2019. Equalities stakeholder group will also consider these assessments during January 2019.

9. CORPORATE IMPLICATIONS

The Corporate Plan and MTFP are vital tools to help align effort across the organisation and ensure that services are all pulling in the same direction. With continuing national austerity, at least in the short-term, it is essential that the councils' limited resources continue to be prioritised and allocated in line with the identified priorities.

10. OPTIONS CONSIDERED

The council is required to formally approve a revenue and capital budget for 2019/20. This could be undertaken as a stand-alone annual process. However, we have adopted, and will maintain a 5-year funding horizon and MTFP period which sets the context in which annual budgets are set.

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BACKGROUND PAPERS

DRAFT SAVINGS PROPOSALS

APPENDIX 1

Area / Reference		Saving Proposal	2019/20 £000	2020/21 £000	2021/22 £000	Further information
Corporate	CC1	Annual increase to fees and charges income budgets, assumes a 1.25% uplift for all relevant service areas.	-330	-330	-330	Additional income above these levels will be included within other directorate savings proposals
Corporate	CC2	Reduce the council tax support grant allocations to town and parish councils	-100	0	0	Continuation of prior year proposal, year 3 of 3, and is reflective of reductions to central government funding.
Corporate	CC4	Reduction in the level of MRP chargeable to the council's budget	-2,500	0	0	Financial adjustment following the council's decision to back-date its revised Minimum Revenue Provision (MRP) policy from 2016/17 to 2008, with the resultant benefit being applied over 8 years. Budget will need to be reinstated in 2024/25.
Grand Total - Corporate & Council-wide			-2,930	-330	-330	
CSD	CSD 1	ICT Contracts	-275	0	0	Recprocurement of third party ICT contracts and the maximisation of Microsoft storage facilities in order to reduce costs.
CSD	CSD 2	Revenues, Benefits and Debt Collection	-180	0	0	Rescoped Housing Benefit service to align with changes to Universal Credit and policy changes around hard to collect debt and revenue schemes.
CSD	CSD 3	Facilities Management	-40	0	0	Revisions to the security provision for the Town Hall Gateway
CSD	CSD 4	Other support services contract savings	-30	0	0	Reductions linked to reductions in paper related activities through increased use of technology, e.g. reduced printing and postage costs
CSD	CSD 5	Electoral Services, Registrars & Schools Appeals	-90	0	0	Baseline external income received for Registrars and School Appeal services. Restructure and reductions within Electoral services.
CSD	CSD 6	HR, Business Intelligence & Emergency planning	-142	0	0	Baseline income received for shared services and reductions in costs aligned to current spending levels. Restructure and reductions within Emergency Planning, Business Intelligence and Health & Safety services.
CSD	CSD 8	Transformation resources	-57	0	0	Use of earmarked transformation reserves to complete the current phase of the Programme which reviewing future priorities and delivery arrangements, plus efficiencies in support and services.
CSD	CSD 9	Review of Marketing and Communications resource	-15	0	0	Review of activity and costs associated with Marketing and Communications
CSD	CSD 10	Property rental income and property and insurance costs	-216	0	0	Increased occupation and income from external partners, together with rationalisation of external property and insurance costs
CSD	CSD 11	Reduction in Finance & Procurement resources	-105	0	0	Reduce expenditure within Social Care finance, Financial Management and Procurement support service teams.
CSD	CSD 12	Review of vacancy management provision	-70	0	0	Align vacancy management provision to current outcome levels, from 4% to 5%
CSD	CSD 13	Review of Members costs	-5	0	0	Reduction in supplies budgets, aligned to current spending levels
CSD	CSD 14	Proactive commercial investments in property to generate yields over and above borrowing costs (see report to Council, July and December 2017)	-565	-100	0	Continuation of prior year proposal, and is reflective of agreed investment programme decisions.
Grand Total - Corporate Services			-1,790	-100	0	

Area / Reference		Saving Proposal	2019/20 £000	2020/21 £000	2021/22 £000	Further information
D&E	DE1	Concessionary Fares- Reduced demand	-300	0	0	Demand for this service area has reduced as the eligibility criteria has changed. These national changes related to increasing eligibility in line with pension age. Demand within the Weston area has also reduced due to market conditions and less competition on routes. This saving is based on the lower level of usage continuing. There is no impact on service delivery.
D&E	DE2	Income generation- moving income in line with current performance	-110	0	0	Income targets within planning and regulatory services has been increased in line with current year performance. There is an expectation that the current performance will continue.
D&E	DE3	Directorate wide savings focusing on reviewing partner arrangements and centralised budgets	-200	-100	0	There has been a review of D&E repairs and maintenance and IT budgets. These have been reduced on a risk based approach to the levels of spend over the previous years. There has also been a review of the contribution in relation to Hutton Moor, as the new gym and pitches have exceeded expected performance. Further reviews continue to be undertaken in relation to concessionary income and contributions to partner arrangements.
D&E	DE4	Staffing- Review of current vacant posts including senior management posts.	-413	-7	0	The Department are undertaking a review of current vacant posts with the aim of deleting some that have been vacant for long periods, including a review of the senior management posts in the Directorate. The vacancy management provision is also changing to the current outcome level, from 4% to 5% in line with the longer periods it is taking to recruit. There are also a number of restructures occurring in the Directorate which will lead to a small number of middle tier management roles changing, releasing savings through amalgamation of posts.
D&E	DE5	Parking- full year impact of 18/19 savings and annual review of fees and charges	-120	0	0	Savings in relation to the increasing parking income, subject to the outcome of the parking review.
D&E	DE6	Efficiency of capitalisation policy	-150	0	0	Review project officer time to maximise the costs put to externally funded projects.
D&E	DE7	Efficiency of highway funding methods	-170	0	0	Review of policy in relation to permanent highway repairs and fund through capital resources, rather than revenue.
D&E	DE8	Highways- cash limit budget	-50	0	0	Reviewing spend on a risk management basis
D&E	DE9	Street Scene- residual balance of reducing the Glendale contract by 10% over 2 years	-50	0	0	Previous year commitment to reduce the Glendale contract by 10%. This is the residual balance to reduce by. Will seek efficiencies from the contractor to mitigate whilst reducing the impact on the front line service.
D&E	DE10	Development Management- moving building control to cost neutral	0	-50	0	Reviewing Building Control function to breakeven, with full cost recovery programme
D&E	DE11	Transport- review of service-wide efficiencies including safer routes to school & market intervention.	0	-150	0	Continue to review efficiencies within the Integrated Transport Unit to review more safer routes to school, collective pick up points and market intervention.
Grand Total - D&E			-1,563	-307	0	
P&C - Pub Hlth	PCPH1	0-19 services efficiencies	-25	0	0	Increased integrated working with children's centres targetting higher risk families
P&C - Pub Hlth	PCPH1	Sexual health services efficiencies	-50	0	0	Contracted sexual health planned savings and end of non-recurring work
P&C - Pub Hlth	PCPH1	Substance misuse services efficiencies	-45	0	0	Revised service delivery model to deliver efficiencies
P&C - Pub Hlth	PCPH1	Obesity services efficiencies	-30	0	0	Funding unallocated following cessation of a funded pilot and one off grant
P&C - Pub Hlth	PCPH1	Staffing reductions	-150	0	0	Staffing restructure
P&C - Pub Hlth	PCPH1	Use of public health reserve	-126	0	0	Increased use of public health reserve to smooth the impact of government grant reductions
Grand Total - Public Health			-426	0	0	

Area / Reference		Saving Proposal	2019/20 £000	2020/21 £000	2021/22 £000	Further information
P&C - Adults	PCA1	New Supported Living Scheme	-160	0	0	New supported living accommodation (Clifton Road) with 8 places for adults with complex learning difficulties. This represents alternative more cost effective accommodation for those who are / would be in residential care and also supports increasing independence.
P&C - Adults	PCA2	Full Year impact of 2018/19 savings programme - recommissioning of Care and Repair services	-65	0	0	Recommissioning of the Home Improvement Agency Contract / Care and Repair Service (advice and home maintenance services for vulnerable adults) - new service implemented on 1 October 2018
P&C - Adults	PCA3	Increase charges for community meals to make service more sustainable	-40	0	0	Second year of price increase to ensure that the costs of the service are fully recovered
P&C - Adults	PCA4	New Extra Care Housing Scheme	-15	-210	0	New facility at Yatton with nomination rights for 30 units of affordable rented extra care housing. This represents alternative more cost effective accommodation for those who are / would be in residential care and also supports increasing independence.
P&C - Adults	PCA5	Additional Shared Lives Carers	-145	0	0	Additional Shared Lives carers, providing more cost effective solutions for adults with learning difficulties and also supporting increasing independence.
P&C - Adults	PCA6	Re-commission accommodation-based Supporting People contracts	-150	-50	0	Redesign and re-commission accommodation-based supporting people contracts to ensure they are focussed on those most in need and that housing benefit is maximised
P&C - Adults	PCA7	Reviews of Supported Living Schemes	-150	0	0	Review of various workstreams related to Supported Living Services for adults with learning disabilities, including: - Whole home reviews of shared supported living schemes to maximise shared resources - Clawbacks for double funding/over charging - Housing Benefit applications to offset social care costs
P&C - Adults	PCA8	Provision management (reviews and assistive technology)	-150	0	0	A planned and systematic approach to reviewing care packages and pathways and an expansion of the use of assistive technology (AT) to ensure an effective monitoring response and skilled support and access to AT. This will also support provider-led reviews of packages to release capacity particularly in home care and supported living.
P&C - Adults	PCA9	Increased income from Continuing Health Care / joint funding from health	-300	0	0	Increase income from the CCG to ensure an appropriate contribution is made in relation to the health aspects of care packages. Savings proposal made on the basis of recent successful challenges, esp. in cases of people with Learning Difficulties. There is an opportunity to continue to challenge and maximise funding provided by the CCG for Continuing Health Care (CHC) needs
P&C - Adults	PCA10	Review costs and income in relation to the Carlton Centre	-50	0	0	The Carlton Centre provides education for adults out of work or who are in recovery from mental illness or substance misuse. It is jointly run with the DWP. The review will look at opportunities for generating more income and / or reducing the contribution that the Council makes to the running of the centre.
P&C - Adults	PCA11	Directorate Strategy & Policy and Housing Teams	-65	0	0	Reduction in staffing costs in strategy and policy team; reduction in budgetary provision for homelessness in light of Discretionary Housing Payments/other supplementary funding
P&C - Adults	PCA15	Improved Better Care Fund government grant	-940	1,303	0	Changes in levels of government grant funding in respect of the Improved Better Care Fund
Grand Total - Adults			-2,230	1,043	0	

P&C - Childrens	PCC3	Children's placements savings - Social Impact Bond	-945	-945	0	Edge of Care early intervention services focussed on reducing the number of children aged 10 and over entering care
P&C - Childrens	PCC4	Children's placement savings - Residential Step Down Project	-500	0	0	Project focussed on the transition of appropriate children in a planned way from residential care to a foster family with an increased package of support to enable the foster carer to meet the needs of the child or young person.
P&C - Childrens	PCC5	Staffing reductions in social care teams	-235	0	0	Reduce social work staffing costs by minimising the use of agency staff, using AYSEs to fill vacancies as opposed to being supernumerary, reviewing vacant posts and other structural changes
P&C - Childrens	PCC6	Increase in income from CCG for Continuing Health Care / joint funding	-50	0	0	Increase income from CCG to ensure an appropriate contribution is made in relation to the health aspects of care packages
P&C - Childrens	PCC7	Reduction in Early Years Team	-50	0	0	Restructure the Early Years team on the basis of a reprioritisation of work and further integration with Children's Centres
P&C - Childrens	PCC1 + 2	Children's Centres and Nurseries	-110	0	0	Full Year impact of 2018/19 savings (Children's Centres and Nurseries)
Grand Total - Children's			-1,890	-945	0	

TOTAL SAVINGS / RESOURCES			-10,829	-639	-330	
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