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Medium Term Financial Plan 2019/20 - 2022/23 – Update

Purpose

- 1.1 This report outlines our current Medium Term Financial Plan including a proposed balanced budget for 2019/20 that takes into account assumptions from Philip Hammond's (Chancellor of the Exchequer) Budget on 29 October 2018 that outlined a further £650m of grant funding for Adult Social Care to help meet the costs of rising care bills for 2019/20. The report also sets out additional savings that we have identified as part of our financial plans across the next four years 2019/20 – 2022/23.
- 1.2 The Ministry for Housing, Communities and Local Government (MHCLG) has now published the recommendations of the Hudson Review into Local Government Finance governance and processes. Recommendation two outlines that there should be a clear timetable agreed in advance across central government for all the decisions required for the local government financial settlement. This will be a major step forward for local government and will mean that the sector's funding, and the timing of its announcement, will be more certain and less likely for the government to delay making decisions. Where there are surprises or uncertainty "these can be better managed in the context of an agreed plan."
- 1.3 Hudson's third recommendation was that the final financial settlement should be announced no later than 31 January each year, and the provisional settlement around 5 December. At the time of writing this report the Government has confirmed it aims to publish the 2019/20 provisional financial settlement on 6 December 2018.
- 1.4 This report provides an outline of the progress made on the delivery of the 2019/20 – 2022/23 Medium Term Financial Plan (MTFP) and the budget proposals to achieve a balanced position for 2019/20. Cabinet were last updated on 24 October 2018 where the indicative savings gap over the four years totalled £9.570m. The year on year breakdown being £5.474m, £2.792m, £1.178m, and £126,000, respectively.
- 1.5 Resource projections for the next four years have continued to be updated as our financial position becomes clearer and this report outlines the latest proposals that require consultation to achieve a balanced position in 2019/20 as pressures and savings have continued to be assessed and incorporated as appropriate. The updated estimated funding gap included in this report over the next four years is £7.656m. The year on year breakdown showing a balanced position in 2019/20, £5.078m gap in 2020/21, £2.578m gap in 21/22 and a balanced position in 22/23 (if the previous two years are met) detailed in Appendix 1.

- 1.6 The October Cabinet report approved the early progression of both operational savings that did not require consultation and also approved the start of an appropriate consultation process on some savings to enable early delivery. This report outlines all the approved proposals to date, plus those requiring approval and consultation which will enable the achievement of a balanced position in 2019/20.
- 1.7 Further savings plans, which if agreed and delivered will unfortunately have an impact on jobs with an estimated reduction in posts by 42 full time equivalent posts. The word “proposed” here (and throughout this report) does not have the same meaning as the word “proposed” used in the Trades Union and Labour Relations Consolidation Act. This is the relevant legislation giving rise to the collective consultation obligation. No reductions will be “proposed” for consultation purposes before Cabinet makes its decision.

Recommendations

- 2.1 To agree the current medium term financial position as outlined in section 4.12 and detailed in Appendix 1 including the balanced position for 2019/20.
- 2.2 To note the Directorate commentary, along with details of the proposed new savings and pressures at Directorate level in addition to that which was approved by Cabinet on 24 October 2018 outlined from 4.15 to 4.94 with further detail at Appendices 3 and 4.
- 2.3 To note the Indicative Capital Programme as outlined in section 4.95 and Appendix 5.
- 2.4 To approve the start of appropriate consultation processes with the public and stakeholders, including collective consultation if appropriate, to deliver these further savings and the preparation of equality impact assessments to recognise the impact of a decision to deliver some or all of these savings.
- 2.5 To note current list of savings options outlined in Appendix 3 which will have an impact on jobs with an estimated reduction in posts by 42 full time equivalent posts (in addition to the 128.1 reduced full time equivalent posts outlined in the 24 October 2018 Cabinet report).

Reasons

- 3.1 To optimise consistent and planned resource allocation and alignment with the strategic priorities included in our Council Plan.
- 3.2 The Council is required to set a balanced revenue and capital budget for 2019/20 by March 2019. Under the Prudential Code, established by the Local Government Act 2003, we must also demonstrate the affordability of our revenue budget for the two subsequent financial years, after taking into account our plans for capital expenditure. The current plan is affordable with temporary use of reserves.
- 3.3 To comply with statutory obligations in respect of consultation and to enable Cabinet and Councillors to be assured that they will be provided with more details about the proposals and their impacts before a final decision is made.

Supporting Information

4. Introduction

4.1 Key areas of the report are outlined below:

- i. The current local government financial picture nationally outlined in section 4.2.
- ii. The MTFP and savings gap in the 24 October 2018 Cabinet outlined in section 4.9.
- iii. The current MTFP financial position outlined in section 4.12.
- iv. Corporate Resources directorate revenue savings proposals and pressures outlined in section 4.17
- v. Peoples directorate revenue savings proposals and pressures outlined in section 4.44.
- vi. Communities and Place directorate revenue savings proposals and pressures outlined in section 4.60.
- vii. The indicative Capital Programme section 4.95
- viii. The proposed consultation process with the public and stakeholders outlined in section 4.101.

4.2. The Current Local Government Financial Position - Nationally

- 4.3 The Chancellor outlined his budget on 29 October 2018. There were a number of tax and spending announcements of relevance to local government, and the Chancellor outlined the trajectory of overall public spending for the 2019 Spending Review.
- 4.4 The Chancellor announced an additional £240m in 2018/19 and a further £240m in 2019/20 for adult social care 'winter pressures'. The Budget also provides a further £410m in 2019/20 for adults and children's social care.
- 4.5 The Chancellor also announced £420 million capital funding for the financial year 2018/19. The funding is for highway authorities to tackle potholes, repair damaged roads, and invest in keeping bridges open and safe.
- 4.6 There was also an additional £55m announced for 2018/19 for the Disabled Facilities Grant (DFG) to provide home aids and adaptations for disabled children and adults on low incomes.
- 4.7 Following the recommendations of the independent Low Pay Commission, the government has announced that it will increase the National Living Wage by 4.9% from £7.83 to £8.21 from April 2019.
- 4.8 There is also £400m to schools as an "in-year bonus". The money averages £10,000 per primary school and £50,000 per secondary school.

4.9 Medium Term Financial Plan as at October 24 2018

4.10 The table below shows our forecasted Medium Term Financial Plan position for 2019/20 to 2022/23 as presented to Cabinet on 24 October 2018

MTFP Forecast 2019/20 - 2022/23

MTFP – Year on Year Movements	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	
Government Funding:					
Reduction in Government RSG Funding	6.374	3.131	2.348	1.761	
Business Rates Tax Base Reduction/Growth	(2.891)	(2.877)	(1.321)	(2.103)	
Council Tax Base/Uplift Increases	(3.813)	(2.893)	(3.258)	(3.318)	
Other Grants	(1.220)	2.080	0.145	0.164	
Other Income from Fees and Charges	(0.695)	(0.716)	(0.737)	(0.759)	
Collection Fund Deficit/(Surplus)	(1.173)	(1.852)	-	-	
Total Movement in overall funding:	(3.418)	(3.127)	(2.823)	(4.255)	
Budget Movements:					
Budget Pressures	15.824	6.490	5.300	5.160	
Total Budget Movements	15.824	6.490	5.300	5.160	
Sum Required to Balance Budget	12.406	3.363	2.477	0.905	
Savings Agreed in previous years	(1.827)	(0.235)	(0.383)	(0.154)	
New Savings Proposals	(2.420)	(3.021)	(0.916)	(0.625)	
Reserves:					
Use of Better Care Fund Reserve	(2.685)	2.685	-	-	Total
Current Budget Gap	5.474	2.792	1.178	0.126	9.570

4.11 This estimate has been continually revised since October based on reviews of current and future pressures and savings and forecast funding changes. The MTFP Model is a dynamic position and will continue to change as we move through the final stages of the budget planning process.

4.12 Current Medium Term Financial Plan 2019/20 - 2022/23 Position

4.13 MTFP Forecast 2019/20 to 2022/23

MTFP – Year on Year Movements	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Government Funding:				
Reduction in Government RSG Funding	6.374	3.131	2.348	1.761
Business Rates Tax Base Reduction/Growth	(2.891)	(2.877)	(1.321)	(2.103)
Council Tax Base/Uplift Increases	(4.371)	(2.893)	(3.258)	(3.318)
Other Grants	(1.220)	2.080	0.146	0.164
Other Income from Fees and Charges	(0.688)	(0.708)	(0.730)	(0.752)
Collection Fund Deficit/(Surplus)	(2.608)	(0.417)	-	-

Total Movement in overall funding:	(5.404)	(1.684)	(2.815)	(4.248)	
Budget Movements:					
Inflationary Pressures	6.106	4.207	4.303	4.402	
Budget Pressures	12.097	0.529	2.526	0.504	
Total Budget Movements	18.203	4.736	6.829	4.906	
Sum Required to Balance Budget	12.799	3.052	4.014	0.658	
Savings Agreed at 24 October 2018 Cabinet	(4.357)	(2.753)	(0.967)	(0.458)	
New Savings Proposals	(2.552)	(1.111)	(0.469)	(0.200)	
Total Savings	(6.909)	(3.864)	(1.436)	(0.658)	
Reserves:					
Use of Better Care Fund Reserve	(2,685)	2,685	-	-	
Adult Social Care Reserve 18/19 and 19/20 One off Funding (19/20 TBC)	(4.258)	4.258			
Contribution to Reserve	1.053	(1.053)	-	-	
Current Budget Gap	0	5.078	2.578	0	Total 7.656

- 4.14 The MTFP includes assumptions around Council Tax outlined in the technical consultation in July that indicated the government's intention to continue with the option to levy an additional 1% in 2019/20 bringing the referendum limit up to 3%. The 2018/19 Settlement struck a balance on Council Tax, giving local authorities the flexibility to address pressures on services while also recognising that many households face their own pressures. It also set out the Government's intention to maintain the same core principle and package of flexibilities in 2019/20.

- 4.15 The table below outlines the total Savings and Pressures in the Current Medium Term Financial Plan by Directorate:

Savings	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Corporate Resources	(1.078)	(0.810)	(0.528)	(0.094)	(2.510)
Peoples	(4.159)	(1.948)	(0.564)	(0.364)	(7.035)
Communities and Place	(1.672)	(1.106)	(0.344)	(0.200)	(3.322)
TOTAL	(6.909)	(3.864)	(1.436)	(0.658)	(12.867)

Pressures	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Corporate Resources	2.564	0.108	1.026	0.904	4.602
Peoples	7.390	0.355	0.400	0.400	8.545
Communities and Place	2.143	0.066	1.100	(0.800)	2.509
	12.097	0.529	2.526	0.504	15.656

4.16. The 24 October 2018 Cabinet Report

This report on the Medium Term Financial Plan outlined a number of savings both operational and those requiring consultation. Approval was given to commence early progression of these savings. The detail of these savings can be found at Appendix 2.

4.17. The Corporates Resource Directorate - Revenue Savings Proposals and Pressures

- 4.18 The final proposed MTFP outlined in this paper includes the following proposed savings and pressures for the Corporate Resources Directorate.

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Savings	(1.078)	(0.810)	(0.528)	(0.094)	(2.510)
Pressures	2.564	0.108	1.026	0.904	4.602

- 4.19 The 24 October Cabinet report approved the early progression of a net (£1.899m) Corporate Resources Savings both operational and those requiring consultation (see Appendix 2 for detail). The net difference of (£0.611m) adjustments outlined below and in Appendix 3.

4.20 Corporate Resources Directorate Further Savings of £0.968m net

- 4.21 There are **(£0.575m)** further savings within the Corporate Resources Directorate that require Consultation.

4.22 Property Services Savings - Mileage Efficiencies (£0.070m)

A review of the use of employee vehicles ("grey fleet") for business travel to generate savings in the cost of mileage reimbursement. The emphasis is using the appropriate cost effective way for any journey to generate efficiencies.

4.23 Property Services Savings - Staffing Efficiencies (£0.218m)

Staffing efficiencies and reviewing of delivery of Facilities Management functions of (£0.168m) and using the functionality of the Strategic Asset Management systems and technologies to enable staffing efficiencies (£0.050m).

4.24 Property Services Savings - Contract Efficiencies (£0.250m)

Efficient use of Consultants and also efficient management of Contracts to deliver a percentage saving on spend.

4.25 Democratic Services Savings Staffing Efficiencies (£0.028m)

Staffing efficiencies associated with a review of emerging technologies to provide solutions and more cost effective ways of working.

4.26 Legal Services Savings – Base budget Review (£0.009m)

Review of Solicitors and Legal Executives Professional Fees allocation. It is proposed that individuals pay for their own professional fee which is consistent with other areas of the Council.

- 4.27 There are **(£0.393m)** further operational savings required in the Corporate Resources Directorate; these are outlined in Appendix 3.

- 4.28 Further adjustments to the 24 October Cabinet report **£0.357m** include:
- 4.29 **The Review of Single Person Discount Database saving of £0.558m** has been incorporated in the funding section of the in Medium Term Financial Plan as this increases the Council tax figures and is used to fund the budget.
- 4.30 **Property Services Savings – Reduction in Car Parking permits £0.039m**
The saving outlined for the reduction in car parking permits has been slightly reduced following further review and incorporating VAT implications.
- 4.31 **Unachievable Saving Property Maintenance (£0.240m)**
Previous year's iteration of the Medium Term Financial Plan included a saving in 19/20 in our Property Maintenance budget for the Assembly Rooms as the building was to be demolished. Because of the decision to proceed with refurbishment work to reopen the 'New Assembly Rooms', this saving will no longer be achievable in 19/20. This is shown for completeness as there is corresponding pressure requiring approval in Communities and Place pressures section of this report. Property Services moved into the Corporate Resources Directorate with effect from 1 April 2018.
- 4.32 **Proposed Corporate Resources Pressures £4.602m**
- 4.33 **Risk management Staffing Resource £0.048m**
Permanent staffing pressure associated with requirements in risk management and customer insight. The posts will underpin improved oversight and better governance as well as address concerns raised by the External Auditors in their 2017/18 VFM Opinion.
- 4.34 **Procurement Staffing Resource £0.052m**
The Procurement section has previously been using 'one off monies' to fund staffing requirements. To meet the requirements of the Corporate Resources Business plan and mitigate the risks within the corporate risk register, a permanent solution is required.
- 4.35 **Insurance – Valuations Staffing Resources £0.070m**
This pressure is to fund a requirement to value non Housing Revenue Account properties to comply with the appropriate insurance provider requirements to ensure adequate cover insurance provision is in place.
- 4.36 **Legal Services Staffing Resource £0.160m**
This is a pressure associated with increasing workload for legal support in new service areas for example environment enforcement strategy, Penalty Charge Notices, corporate fraud and the impact of changes to licensing administration. Work has been done to contain in-house but the indications are that the growth is consistent and requires further resource.
- 4.37 **Human Resources – Contract Support £0.025m**
This pressure is associated with the Job evaluation contract for training, quality assurance and bespoke work. This contract is to support the integrity of the Council's approach to job evaluation, which is a corporate priority.

4.38 Performance Staffing Resource £0.023m

This will address a pressure for dedicated corporate report writing support in the Performance & Intelligence team to extract data from major systems such as Customer Relationship Manager - CRM, Acolaid and facilitate self-service reports for managers across a wide range of service areas. This will promote informed decision making and strategic planning.

4.39 Property Services Staffing Resource £0.100m

Resilient staff structure A net budget growth is required to address a much larger underlying unbudgeted staffing cost pressure arising from the need to pay market supplements (to retain existing staff) and continued use of contract staff (to fill the gap left by positions that have proved hard to recruit).

4.40 Property Maintenance Pressure £0.280m

This pressure is required to fund maintenance of properties that have been transferred to third part service providers whilst retaining responsibility for maintenance.

4.41 Treasury Management Implications £0.939m

The Treasury Management implications have been reworked to take into account the latest capital programme assumptions and investment and cash flow forecasts.

4.42 Unachievable Staffing Saving £1.680m

Previous years MTFP contained an unachievable Staffing savings. This was incorporated into the current MTFP to enable further savings requirements to be outlined to mitigate this.

4.43 Corporate Revenue Contingency Budget £1.225m

There is £0.290m in 2019/20 and a further £0.935m in 2022/23. This is a Corporate Contingency budget to hold for emerging pressures associated with the Treasury Management of the Council and any potential need to borrow.

4.44 The Peoples Directorate - Revenue Savings Proposals and Pressures

4.45 The final proposed MTFP outlined in this paper includes the following proposed savings and pressures for the Peoples Directorate.

	19/20 £m	20/21 £m	21/22 £m	22/23 £m	Total £m
Savings	(4.159)	(1.948)	(0.564)	(0.364)	(7.035)
Pressures	7.390	0.355	0.400	0.400	8.545

4.46 The 24 October Cabinet report approved the early progression of a £6.657m Peoples Savings requiring consultation (see Appendix 2 for detail). The net difference of (£0.378m) new savings requiring consultation are outlined below and detailed in Appendix 3.

4.47 Peoples Directorate Further Savings of £0.378m net

4.48 Children's Centres (£0.080m)

Savings are achieved by reducing budgets to reflect the actual operating costs of the service and removing contingency budgets.

- 4.49 **Management Review (£0.050m)**
Management efficiencies will be achieved by rationalisation of management arrangements across People Services.
- 4.50 **Local Area Coordination (£0.160m)**
Four posts paid for by the revenue budget would be switched to the Housing Revenue Account (£0.160m).
- 4.51 **Connexions Service (£0.088m)**
There has been a NEET (Not in Education Employment and Training) and participation strategy in place since 2013 to ensure the local authorities responsibilities and duties are met in relation to the numbers of young people who are engaged in recognised forms of education, training or employment (EET) when they leave statutory education. The service delivery model has not been reviewed since 2011 and it is timely to review form and function given the refreshed 2018 strategy. The review is also driven by the reduction in the Local Authorities' reporting cohort. The review is proposing a reduction of 6.5 full time equivalent posts in total inclusive of the October Cabinet decision, although 3.3 of these are necessary to bring the service budget into balance and 3.2 are in relation to the proposed savings.
- 4.52 **Proposed Peoples Directorate Pressures £8.545m**
- 4.53 **Review of Commissioned Care Costs (Inflationary Increases in relation to the care we buy) £1.342m**
The Directorate purchases a substantial amount of care for adults from private providers and this pressure represents the forecasted increase in the cost of buying that care through our contracts in 2019/20.
- 4.54 **Demographic Social Care Pressures £1.612m**
Within adult services, the over 85s population is rising annually by 3%, coupled with the Council supporting more adults of working age with eligible social care needs. In 2017/18 there was a 10% increase in the numbers of adults of working age with severe and chronic learning and/or physical disabilities supported by adult social care. By 2030, over one quarter of the adult population of Derby shall be aged 65. This pressure represents the increase in the Derby population who will require social care support over the next three years to 2022/2023. The pressure is being funded in 2019/20 through the use of 'Better Care Fund' reserve.
- 4.55 **Sustainable Adult Social Care Operational Service Pressures £1.493m**
There are some current services within the Adult Social Care system that are funded from temporary funding but are essential in supporting the adult social care and health system in terms of hospital discharges, intermediate care and our response to support the winter pressures experienced by hospitals and social care when demands for services are exceptional. This pressure provides permanent funding for those services. These can be summarised as:
- £0.940m to support the Home First Service and the Hospital to Home Teams which is an intermediate discharge service to support safe and successful transitions from hospital to home for our older service users.
 - £0.156m for essential social work posts.

- £0.172m to fund the growth in the demand for care and support for our younger adults where demand for services has significantly increased by over 10% in the last year.
- £0.225m to invest into essential front line services to alleviate the winter pressures faced by the hospitals and ensures that social care services can provide for additional demands in the system.

4.56 Apprenticeship Manager £0.028m

An essential post to ensure that the Council can maximise development opportunities for its workforce through the Apprenticeship Levy Scheme.

4.57 Looked After Children Pressures £4m

There is a significant increase in the demand for early help and children's social care services, particularly the numbers of children subject to child protection plans, and latterly children coming into care, with a 41% increase in care applications in 2017/18. We have continued to see a rise in the numbers of children being admitted to care in 2018/19, and have increasing numbers of children placed in external foster placements which are more costly than placing with our own foster carers.

4.58 Children's Services Inspections and Assessments (Performance) £0.037m

This is to recruit to an additional post of an Inspections project officer to support the huge burden of Children's Services inspections and assessments in terms of ensuring readiness for those inspections and associated essential improvement work.

4.59 Children's Services Social Care Data Analysis (Performance) £0.033m

This funding provides for permanent budget for a previous temporary funded post to support Children's Services data analysis in light of the significant increase in service pressures.

4.60 The Communities and Place Directorate - Revenue Savings Proposals and Pressures

4.61 The final proposed MTFP outlined in this paper includes the following proposed savings and pressures for the Communities and Place Directorate.

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Savings	(1.672)	(1.106)	(0.344)	(0.200)	(3.322)
Pressures	2.143	0.066	1.100	(0.800)	2.509

4.62 The 24 October Cabinet report outlined a Libraries saving of (£0.336m) for Communities and Place which had been agreed in the previous year's MTFP (see Appendix 2 for detail). The net difference of (£2.986m) new savings requiring consultation are outlined below and detailed in Appendix 3.

4.63 Communities and Place Directorate Savings of £2.986m net

4.64 Grounds Maintenance (£0.286m)

The council provides a range of services in the city's parks, public and open spaces including providing floral features, grass cutting and looking after sports pitches. To sustain the services, the council is going to explore opportunities to generate new income encourage more community involvement in relation to parks, open and public places and floral assets (roundabouts and hanging baskets). This will be achieved through a review of parks and public spaces to increase sponsorship opportunities and to expand community involvement to help with the delivery of services. The service is also going to review the activities that a range of inspectors carry out across our public areas to deliver efficiencies in working practises.

4.65 Parking Services (£0.552m)

The Council spends approximately £2m per year to provide parking services including the running and maintenance of multi-storey and surface car parks, controlled on-street parking and enforcement. There has not been an increase in charges since 2014, although the costs associated with maintaining parking have increased in line with inflation and energy prices. In addition, security improvements at Chapel Street and Assembly Rooms multi-storey car parks have added to maintenance and operating costs. A phased approach to increasing charges was approved on 2 November 2018 to ensure they are proportionate and sensitive to user needs. There will be additional improvements for customers during 2019 including 'Pay by Phone' and credit card payment capability which these increases will help to support.

The Council seeks to manage parking in the city to improve traffic management, encourage travel behaviour and provide appropriate parking opportunities. Over the coming year assessments will be made of areas where issues have been highlighted including those by residents and local businesses. This will include considering restrictions and the introduction of parking charges in both on-street and Council operated parking at district centres. Action will only be taken where it can be demonstrated that the introduction of changes would have a positive impact and of course appropriate consultation will be carried out.

4.66 Network Management (£0.080m)

The Network Management service regulates works on the public highway to ensure the movement of traffic, safety of road users and discharge the statutory 'Traffic Manager' function, with responsibility for coordinating and monitoring works taking place within the public highway. Non-compliance with specific directions and failure to meet statutory standards can lead to additional fines and charges being applicable to third party organisations. Following the reduction in numbers of Highways Inspector posts the identification of breaches has reduced significantly with subsequent impact on the efficient management of the highway. It is therefore proposed to introduce short-term capacity to increase compliance and ensure those organisations working on the public highway carryout works to the required standards and to reduce the risk that the Council will have to carry out additional future remedial work. This will be reviewed towards the end of 2019/20.

4.67 **Public Transport (£0.105m)**

- The B-line 1 bus service is for students from 11 years old which allows a child bus fare and provides proof of age. It has been issued to all secondary students. Derbyshire County Council administer the services and will be introducing a new IT management system and smart card along with a new card provider, which will reduce operating costs. The scheme will also operate an 'opt in' system from April 2019 which is expected to reduce the cards issued.
- The Council has a statutory duty to provide travel information; it also manages the bus station, the Derby Spectrum travel card and commissions the maintenance of bus stops and shelters. A review of commissioning arrangements and contracts will be carried out to ensure these are efficient and effective for the future.

4.68 **Economic Partnerships Budget (£0.060m)**

This budget funds the Council's subscriptions to our economic partnerships (such as the Local Economic Partnership and Midlands Engine), our international activity (China and India), financial support to Marketing Derby as well as a small project fund (supporting our economic development activities). It is proposed to reduce this fund by £0.060m by ceasing our membership of the Key Cities Group (saving £0.010m), reducing the project fund (from £0.070m to £0.060m, saving £0.010m), reducing the Marketing Derby grant and reducing the international budget. The Marketing Derby grant has remained unchanged for the last six years, albeit the organisation continues to make a significant contribution to the city, in this continuing difficult budget situation it is considered appropriate to put forward this proposed reduction in grant.

4.69 **Neighbourhood Management (£0.400m)**

The Council with support from Derby Homes provides a range of services that work within each neighbourhood. Within the Council Plan there is a desire to improve and expand neighbourhood working. This includes expanding the current Community Protection Officers to each ward and providing them with a range of additional powers including parking enforcement. These officers will provide a front facing uniformed role that will tackle issues that are of concern to local people (antisocial behaviour, environmental crime and parking issues). The current neighbourhood managers and officers will be able to change their focus of work and provide more support to neighbourhood development and will be able to work with a variety of community groups. This will be underpinned by a refreshed partnership with the police and other key partners within the city. Safer, cleaner and more empowered neighbourhoods will be a key area for improvement.

Consideration is also being given to the re-establishment of a small neighbourhood devolved fund, which could be used by neighbourhoods to tackle local issues in their areas. Work during the consultation process will confirm the position with regards to this fund.

4.70 **Land Drainage and Flood Defence (£0.118m)**

This is a small service that is critical to ensuring the city and neighbourhoods are prevented from flooding, that can have a serious impact to families, communities and businesses. Proposals to rationalise how this service works and include the insourcing of both preventative and remedial work will provide better value and a more cohesive approach to how we manage public space.

4.71 Highways Maintenance (£0.130m)

The Council has been at the forefront of new government requirements to demonstrate how it manages its highway infrastructure and assets (A new code of practice). This has taken the form of a range of policies and manuals that are being approved by Councillors. These new ways of working will allow the Council to better plan for maintenance and remedial work, and enable efficiencies within service delivery. The new framework will clearly set out how our highways are prioritised for works and planned winter maintenance, including gritting.

4.72 Strategic Housing (£0.480m)

This includes activity to support new housing delivery, affordable housing, reducing empty homes, private rented standards, healthy housing initiative, vulnerable people and financial support to the Carelink Service. It is proposed to reduce this funding by £0.0480m over two years through a closer integration with Derby Homes to generate service efficiencies and increased income generation.

4.73 Leisure Income (£0.185m)

It is aimed to generate additional income in Leisure for 2019/20 and the following year through the growth in participants on the learn to swim programme, the development and implementation of a participation pathway incorporating coached activity, a family offer and an improved holiday programme, along with further development and diversity of the events programme.

4.74 Queens Leisure Centre (£0.200m)

The council continues to invest in essential leisure projects for the city by developing the detailed designs for a new Swimming Pool Complex to be built on the Moorways site. The work that is being progressed will help to achieve the best possible outcome for swimming provision in the city, which currently includes an expectation that Queens Leisure Centre would be closed once the new complex is opened. The proposed savings shown reflect a reduction of revenue for Queens Leisure Centre to enable the transition to closure of the facility to be achieved.

4.75 Markets Cleansing (£0.106km)

The saving reflects the reduction in the level of market cleansing following the reduction in market provision.

4.76 Contract Review (£0.090m)

A review of contract pricing relating to grounds maintenance has resulted in additional income to reflect the full cost of the service.

4.77 Leisure and Culture staffing items (£0.105m)

The council continues to identify efficiencies where possible whilst also minimising the impact on the service. Further efficiencies will be achieved through a review of the current staffing structure and vacancies across Leisure and Culture.

4.78 Service Reductions and Efficiencies (£0.089m)

As set out in the Cabinet report published on 24 October - in order to sustain a viable Council offer going forward, all areas of the Council need to be reviewed and service reductions and efficiencies found.

- **Planning**

A review of the conservation and heritage function will be carried out including support to the Conservation Area Advisory Committee, which is a consultee in the planning process but a non-statutory Committee of the Council.

- **Traffic and Transport**

The current structure has a number of acting up arrangements that will be reviewed which will enable the release of a vacant post.

4.79 Libraries net nil change

The Library saving is a net nil change over this MTFP, however there has been a change of profile with the £0.336m saving being slipped into 2020/2021 since 24 October Cabinet report. The council has developed a new vision for libraries to help sustain the service. This includes savings being made from the implementation of the Library Strategic Review, a new staff structure and the transfer of some libraries to a Community Managed Library model. A review into the implementation of the community managed libraries is currently being completed, which is the subject of a separate Cabinet report. If the recommendations in that separate Cabinet report are implemented, it may lead to changes in the savings profile. There is a potential full time equivalent post reduction of 18.3 to achieve this saving. Some or all of this could be taken in the earlier year however the full effect of the saving will not be achieved until 2020/21. These full time equivalent losses have been consulted on in previous years.

4.80 Proposed Communities and Place Pressures £2.509m

4.81 Additional Streetscene Work £0.185m per year – This pressure relates to the additional activities necessary to improve the cleanliness of the City. It covers additional litter bin emptying, fly-tipping removal, street cleansing and grass cutting.

4.82 Waste Disposal £0.135m per year - Following the increase in costs in the dry recyclables Market, there will be additional costs associated with the recycling contract in future years.

4.83 Free Garden Waste Collection Service £0.590m per year from year 2 (£0.774m in year 1) – As a part of the review of the garden waste collection scheme, it is intended to re-introduce a free service, extended to 52 weeks per year and to include food waste.

4.84 Moorways Swimming Pool Running Costs £0.400m in 2021/22 – This pressure has been included to cover any potential subsidy that the new Pool may require to cover operational and property maintenance costs.

4.85 Moorways Swimming Pool Pre-opening costs (net nil effect)

This is a one-off £0.900m over 2 years – This will cover the anticipated costs that will be incurred prior to opening the facility.

- 4.86 **New Assembly Rooms revenue support £0.490m per year from 2020/21** – This pressure has been included to cover any potential subsidy that a newly refurbished Assembly Rooms venue will require to cover operational and property maintenance costs.
- Previous year's iteration of the Medium Term Financial Plan included a saving in 19/20 in our Property Maintenance budget for the Assembly Rooms as the building was to be demolished. Because of the decision to proceed with refurbishment work to reopen the 'New Assembly Rooms', this saving will no longer be achievable in 19/20. This is the corresponding pressure for completeness (see section 9.14)
- 4.87 **Queens Leisure Centre Income Pressure £0.210m per year** – The ability to meet income targets have reduced over recent years following the reduction in customers due to the condition of the building and facilities.
- 4.88 **Allestree Golf Course Income and Operational Pressure £0.100m per year** - The ability to meet income targets have reduced over recent years following the reduction in customers.
- 4.89 **Corporate Connectivity costs £0.085m per year** – The infrastructure and three years-worth of running costs were funded through government grants. This pressure reflects the ending of the grants and the equipment is integral to the Wi-Fi facilities that are provided in a number of our Council buildings for Council business use and members of the public.
- 4.90 **Museums £0.250m per year**- the Museums Trust and Council have been working to identify opportunities for attracting further external funding to achieve a reduction in the Council grant for the service to absolute minimum levels. Work will continue to across a range of initiatives, but there is a predicted shortfall, of at least £0.250m for 2020/21.
- 4.91 **Regeneration £0.114m per year** – A review of the business case for the development of the Marble Hall as a Connect Derby facility, including the associated loans, has identified a shortfall in the predicted operational budgets.
- 4.92 **Bereavement Services £0.200m per year** – Following the opening of a new competitive facility in the local area it is anticipated that income levels will reduce and not meet current targets.
- 4.93 **Removal of previous year's one off pressure (£0.250m)** – this covers tree maintenance works and one-off investment in works and equipment to support the Christmas offer.
- 4.94 **Impact on Workforce**

The further proposals contained in this report since the October Cabinet Report for Corporate Resources Directorate will potentially reduce the workforce by an estimated 10.5 full time equivalent posts if implemented.

People's Directorate will potentially reduce the workforce by an estimated 3 full time equivalent posts if implemented.

Communities and Place Directorate will potentially reduce the workforce by an estimated 28.5 full time equivalent posts if implemented.

These post reductions will be managed through the deletion of vacancies where appropriate. The 18.3 full time equivalent posts associated with the Libraries saving of £0.336m have already been consulted upon.

Any redundancies will be carried out in line with the Council's Consultation, Restructuring and Redundancy Policy. Compulsory redundancies will be kept to an absolute minimum.

4.95 The Indicative Capital Programme

The Council has developed a three year indicative capital programme totalling £284m for the years 2019/20 to 2021/22 as set out in the tables below. The programme is mainly funded through Council borrowing and government grants. An element of borrowing repayment costs associated with the indicative programme is included within the revenue budget.

Summary Capital Expenditure Programme 2019/20 to 2021/22 General Fund

Programme Area	2019/20 Revised £m	2020/21 Original £m	2021/22 Original £m	Total £m
Expenditure				
Schools	11.787	21.648	6.180	39.615
Housing General Fund	4.801	2.550	3.050	10.401
Property	7.884	27.493	10.248	45.625
Flood Defence	0.250	0.250	0.250	0.750
Highways & Transport	21.029	6.270	5.900	33.199
Vehicles Plant & Equipment	5.512	0.562	2.520	8.594
Regeneration	44.856	18.453	4.100	67.409
ICT	1.050	-	-	1.050
Total	97.169	77.226	32.248	206.643

Summary Capital Funding 2019/20 to 2021/22

Funding Source	2019/20 Revised £m	2020/21 Original £m	2021/22 Original £m	Total £m
Supported Capital Expenditure Capital (SCE C)	17.525	23.658	9.117	50.300
Devolved SCE C Direct to Schools	0.500	1.200	0.400	2.100
Government Grants	20.642	11.233	2.315	34.190
External contributions	0.750	1.435	0.235	2.420
Lottery	-	-	-	-
Section 106	0.312	-	-	0.312
Total External Funding	39.729	37.526	12.067	89.322
Funding Source	2019/20 Revised £m	2020/21 Original £m	2021/22 Original £m	Total £m
Funding Requirement	57.440	39.700	20.181	117.321
Funded By				-
Capital Receipts	17.031	3.750	3.600	24.381
Revenue Funding	13.515	5.550	0.500	19.565
Serviced Financed Borrowing	4.972	0.562	2.520	8.054
Service Financed Invest to Save Borrowing	6.175	0.023	-	6.198
Potential Borrowing	15.747	29.815	13.561	59.123
Total Internal Resources	57.440	39.700	20.181	117.321
Total Funding	97.169	77.226	32.248	206.643

Housing Revenue Account Capital Programme 2019/20 - 2021/22

Programme Area	2019/20 Revised £m	2020/21 Original £m	2021/22 Original £m	Total £m
Expenditure	25.208	25.513	26.968	77.689
Funding Source				
Capital Receipts	12.666	11.234	12.510	36.410
MRA	12.542	14.279	14.458	41.279
Total Funding	25.208	25.513	26.968	77.689

**Total Indicative
Programme**

122.377 102.739 59.216 284.332

4.96 The capital programme addresses such issues as:

- Improvement of Council houses
- Improvement and development of the authorities highways and infrastructure assets
- Improvement and refurbishment of Council offices
- Improvement and refurbishment of parks play areas and libraries
- Improvement and upkeep of schools
- Various regeneration initiatives
- Flood defence measures

4.97 The Indicative capital programme includes new schemes which are listed below for consultation and include the following, details of these schemes are included in Appendix 5:

- Additional school places and capacity
- Further expenditure on the A52
- Refurbishment of the Assembly Rooms
- ICT requirements (including two new scanners)
- Improvements to Council Dwellings
- Further additional spend on new build Council housing

The funding for these schemes is mainly anticipated government grants, external contributions and some corporate reserves for the Assembly Rooms.

4.98 **The A52 Wyvern Transport Improvements**

The indicative programme includes further expenditure for the A52 transport improvements as reported to Cabinet September 2018, there were a number of issues identified with the original scheme design. The project team is now at an advanced stage in the resolution of outstanding issues and completion of the updated detailed design, with a view to developing a final scheme cost estimate, with construction costs and programme provided by the contractor.

The Improvements are designed to provide significant highway benefits on a congested part of Derby's principal road network. The scheme will improve road safety and reduce congestion and delays to transport accessing and egressing Wyvern / Pride Park from and to the A52, and to traffic using the A52 into Derby. The design also provides for new and improved access for sustainable transport modes and supports wider economic growth in Derby.

4.99 In addition to the indicative funded programme further unfunded pressures have been identified for 2019/20, 2020/21 and 2021/22 as follows:

- £1.185m required for major ICT hardware developments

Any unfunded element of the proposed programme will only be added to the funded capital programme once funding is identified and any further necessary approvals achieved.

4.100 There is currently a pipeline scheme called Project Mulberry to be approved as a separate report and not currently included within this programme.

4.101 MTFP Consultation

- 4.102 It is proposed the consultation will begin on 13 December 2018 and run until the 24 January 2019. It will give people the opportunity to provide feedback on the proposals and this feedback will be used to inform the final decisions at Council Cabinet.
- 4.103 The consultation will be open to anybody who lives, works or studies in Derby and wants to take part. An online survey will be available on the Council website with paper versions available at the Council House reception, at libraries and on request.
- 4.104 A consultation document setting out the budget proposals will be prepared and published on the day the consultation opens.

Public/stakeholder engagement

- 5.1 The MTFP process has been through Officer, Councillor and Cabinet engagement. A previous MTFP update report was approved at 24 Cabinet 2018 this approved the start of appropriate consultation process on some saving to enable early delivery. This report outlines all the approved proposals to date, plus those requiring approval and consultation. The final budget setting report is due to go to 13 February Cabinet for final approval.

Other options

- 6.1 The Council is required to set a balanced revenue and capital budget for 2019/20 by March 2019.

Financial and Value for Money

- 7.1 The financial and value for money implications are outlined in detail within the report.

Legal implications

- 8.1 The report demonstrates that the Council is taking appropriate action to meet its statutory requirement to deliver a balanced budget. What has also become clear during the recessionary period of the past eight years is that the public and other stakeholders are becoming more aware of the impact of successive budget cuts. The need to consult before any final decisions are made that translate into a service delivery change is acknowledged within the report. Equally important is the need to ensure that the Council complies with the public sector equality duty and undertakes an assessment of the impact of the savings proposals that may be agreed across all impacted sectors prior to a final budget decision being made.
- 8.2 It is important to ensure that where changes to public services are proposed particularly in relation to welfare provision, whether that is in the manner of provision or as a result of the need to accommodate budget reductions, consultation with relevant stakeholders is undertaken and its outcome and implications are considered prior to a final decision being made.
- 8.3 Equally important is the need to demonstrate compliance with the public sector equality duty by undertaking an equality impact assessment and for its outcome and implications to be considered. The report identifies proposals which, if approved, will affect children, older adults and persons with disabilities, all of which groups are statutorily protected equality strands under the Equality Act 2010

Other significant implications

9.1 Personnel

Subject to the approval of the recommendations, any proposal which may affect staff if implemented in 2019/20 would be subject to appropriate consultation with staff and trade unions. The proposals, if implemented, could result in redundancies, and the staff and trade union consultation will be carried out in line with the Council's Consultation, Restructuring and Redundancy policy.

9.2 Equalities Impact

All appropriate Equality impact assessments will be carried out with regard to the proposals.

9.3 Risk Management and Safeguarding

Risks have been assessed throughout the budget process and where possible, reasonable mitigation has been made. When the budget is set the financial risk will be monitored throughout the year and reported to cabinet on a quarterly basis as part of the Forecast out-turn report. The Council has reserves that if required can be used to manage risks.

9.4 Corporate objectives and priorities for change

The budget provides the financial resources to deliver key objectives and priorities.

This report has been approved by the following officers:

Role	Name	Date of sign-off
Legal	Olu Idowu	27 November 2018
Finance	Toni Nash	22 November 2018
Service Director(s)	Don McLure	22 November 2018
Report sponsor	Don McLure	22 November 2018
Other(s)	Andy Brammall (Digital Services)	22 November 2018
	Liz Moore (Human Resources)	29 November 2018

For more information contact:	Toni Nash: Toni.Nash@derby.gov.uk
Background papers:	None
List of appendices:	Appendix 1 – MTFP Summary Appendix 2 – Savings agreed 24 October 2018 Cabinet Appendix 3 – Adjustments since 24 October 2018 Cabinet Appendix 4 – Pressures Appendix 5 – New Funded Capital Schemes - Proposed

Derby City Council
Draft Medium Term Financial Plan 2019/20 - 2022/23 - Year on Year Movement

	2019/20 £000's	2020/21 £000's	2021/22 £000's	2022/23 £000's
Government Funding				
Reduction in RSG Funding - from 2020/21 assumed 25% reduction year on year pending move to Fair Funding Review	6.374	3.131	2.348	1.761
Reduction in Public Health Grant	0.509	-	-	-
Reduction in New Homes Bonus	0.262	0.776	0.057	0.163
Reduction in Education Services Grant	-	0.205	-	-
Reduction in Housing Benefit Admin Grant	0.104	0.095	0.087	-
Reduction in Local Reform and Community Voices	0.016	0.012	-	-
Reduction in Independent Living Fund	0.034	0.032	-	-
Increase in Improved Better Care Fund (IBCF1)	(3.800)	-	-	-
Reduction in Improved Better Care Fund (IBCF2) - assumed to continue to 2022/23	1.655	-	-	-
Removal of Troubled Families Grant - ending 31 March 2020	-	0.960	-	-
Total Government Funding Adjustments	5.154	5.211	2.492	1.924
Local Funding Sources				
Council Tax - 2.99% in 19/20, 1.99% in future years	(2.811)	(1.946)	(2.010)	(2.074)
Council Tax Base Uplift	(1.002)	(0.947)	(1.248)	(1.244)
Review of Council Tax Single Person Discount Database	(0.558)	-	-	-
Business Rates Tax Base Growth	(2.891)	(2.877)	(1.321)	(2.103)
Collection Fund Adjustment	(2.608)	(0.417)	-	-
Fees and Charges	(0.688)	(0.708)	(0.729)	(0.751)
Total Local Funding Adjustments	(10.558)	(6.895)	(5.308)	(6.172)
Estimated Total Movement in Overall Funding	(5.404)	(1.684)	(2.816)	(4.248)
Inflation Assumptions				
Pay Inflation - 1% had been assumed in 18/19, then agreed 2% settlement for 18/19 and 19/20, therefore 3% allowed for in 19/20. 2% assumed for 19/20 onwards	3.922	2.186	2.229	2.274
Contractual inflation	1.575	1.612	1.650	1.688
Energy and Supplies & Services Inflation	0.609	0.409	0.425	0.440
Budget Pressures				
Pressures to be Agreed	11.807	0.529	2.526	(0.431)
Corporate Revenue Contingency Budget	0.290	-	-	0.935
Total Pressures	18.203	4.736	6.830	4.906
Sum Required to Balance Budget	12.799	3.052	4.014	0.658

Savings formally Agreed by Cabinet on 24 October 2018	(4.357)	(2.753)	(0.967)	(0.458)	
Savings to be Agreed	(2.552)	(1.111)	(0.469)	(0.200)	
Total Savings	(6.909)	(3.864)	(1.436)	(0.658)	
Reserves:					
Use Of Better Care Fund Reserve	(2.685)	2.685	-	-	
Adult Social Care Reserve 18/19 and estimated 19/20 One off Funding	(4.258)	4.258	-	-	
Contribution to Adult Social Care Reserve	1.053	(1.053)	-	-	
					Total
Current Budget Gap	-	5.078	2.578	-	7.656

Corporate Resources Directorate Savings Plans – Agreed at 24 October 2018 Cabinet

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Business Support	Implementing a new 'Mail Hybrid' system	Digitising out-going mail (Print to Post only).	(37)	-	-	-	(37)	-
Property Services	Savings in property management costs as a result of Property Rationalisation programme	Is dependent upon the closure of Queens Leisure Centre.	-	-	(225)	-	(225)	-
Corporate	Review of Treasury Management including Minimum Revenue Provision	This calculation has been identified following a review of the Minimum Revenue Position calculation to reflect recommendations by the Council's Treasury Management Advisers (Arlinglose Close) and External Audit (Ernst and Young) and by funding the indicative capital programme.	687	(235)	(158)	(154)	140	-
Business Support	Staffing Efficiencies	Staffing Efficiencies within Business Support.	(118)	(62)	-	-	(180)	7

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Business Support	Additional Income from Department of Work and Pensions and Lister House	Providing Document Management Support.	(5)	(5)	-	-	(10)	-
Business Support	Multi-Functional Device reduction & cost/copy savings	Reduction in Print Management Contract.	-	(50)	-	-	(50)	-
Digital and Customer Services	Digital services base budget efficiency review	Microsoft spend efficiencies - £350k Staffing Efficiencies - £70k Modernised backup arrangements in digital services - £40k Contract and licence management in digital services -£40k.	(500)	-	-	-	(500)	1
Property Services	Disposal of small land holdings	Identification and sale of small pieces of land to generate an ongoing revenue saving - this is 'one off' only for 3 years (£120k in total) as based on number of small land holdings.	(20)	(20)	(20)	60	-	-

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Property Services	Buildings Energy Conservation	Develop Buildings Energy Management Improvement Plan, accessing Salix and other funds to achieve energy saving efficiency of our core buildings. An initial plan to improve the top 10 high consumption or poor energy rating buildings.	(25)	(25)	-	-	(50)	-
Revenues, Benefits and Exchequer Services	Revenues and Benefits - Increase Council Tax and Business Rates court costs	Increase court fees when making an application for a Council Tax/Business Rates liability order against non-payers in the Magistrates Court.	(150)	-	-	-	(150)	-
Revenues, Benefits and Exchequer Services	Revenues and Benefits - Review of Single Person Discount Database	Undertaking a full review of the Council's single person discount database and then to ensure that all new awards for a three year period are reviewed using the same processes and techniques. Cabinet agreed to fund £152k from budget risk reserve on 14 November 2018.	(558)	-	-	-	(558)	-

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Human Resources and Organisational Development	Organisational Development - Reduction in Future Service	Staffing efficiencies.	(22)	(22)	-	-	(44)	1
Property Services	Review of Staff and Councillor Car Parking	Removal of free staff and Councillor car parking and implementing charges for permits.	(175)	(60)	-	-	(235)	-
TOTAL SAVINGS			(923)	(479)	(403)	(94)	(1,899)	9

People's Directorate Savings Plans - Agreed at 24 October 2018 Cabinet

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Public Health	Refocus of provision to the Livewell service		(400)	-	-	-	(400)	9
Public Health	Reduction in the controllable public health grant	A reduction in the Public Health Offer within the City to reflect the reduction in the Public Health Grant.	(509)	-	-	-	(509)	-
Adults	Closure of remaining in house day centres- Morleston Street, Aspect & Inspire	Assist remaining adults eligible for day support to access community settings, closing empty day service buildings.	(624)	-	-	-	(624)	29.5
Adults	Review of Adults Care Packages	Undertake a review of Adult care packages where there is the potential to incorporate an asset based approach to meet eligible needs.	(350)	(500)	-	-	(850)	-
Adults	Re-prioritising statutory work in adult social care	Review our approach to Deprivation of Liberty Safeguards which may reduce our need to undertake as many best interest assessments, reducing demand.	(165)	-	-	-	(165)	-

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Adults	Efficiencies in workforce learning and development	A restructure within the Learning and Development Service to focus on essential learning needs only.	(100)	-	-	-	(100)	2.6
Adults	Efficiencies from review of Carelink Service	Restructure Carelink to meet the demands of the service and customers.	-	(100)	-	-	(100)	-
Adults	Re-modelling the universal offer to carers	Refocus the Carers service offer to comply with statutory requirements in relation to prevention, advice and information duty; and review the delivery model.	(200)	-	-	-	(200)	-
Childrens	Removal of Base Budget for Troubled Families corresponding Funding ending 19/10	Troubled Families programme comes to an end as the grant ends.	-	(852)	-	-	(852)	8
Childrens	Remodelling of the Connexions Service	Staffing restructure of the Connexions Service.	(50)	-	-	-	(50)	3

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Childrens	A remodelling of Child Placement Service through Social Impact Bonds	A reduction in the costs of placements for looked after children as their care packages are stepped down from high cost residential packages to supported foster care.	(113)	(296)	(364)	(364)	(1,137)	-
Childrens	Redefining the local authority role in school improvement	A staffing reduction in the School Improvement Service.	(150)	-	-	-	(150)	3
Childrens	Youth Offending Service Restructure	Review the staffing structure of the Youth Offending Service.	(80)	-	-	-	(80)	3
Childrens	Remodelling of the service model for the provider of fostering	Consider an alternative delivery model for the recruitment of foster carers. Savings deliverable from an increased rate of recruitment and a reduction in the use of agency fostering placements.	-	(200)	(200)	-	(400)	-
Childrens	Remodelling of the service model for the provider of residential provision for children in care	A review and reconfiguration of the Council run children's homes to respond to the changing needs of residential placements.	(200)	-	-	-	(200)	4

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Childrens	Use of Dedicated Schools Grant to fund Central Early Years Services	The Early Years Block of the Dedicated Schools Grant is provided to fund all early years' provision including sufficiency and quality assurance services.	(200)	-	-	-	(200)	-
People	Management Review	Review the management structure of the Directorate.	(80)	-	-	-	(80)	1
Adults	Remodelling the remaining Council owned care homes	Rationalise the remaining Council Owned care homes to operate over two sites - retaining Arboretum House and Perth house and relocating Bonsal View.	(560)	-	-	-	(560)	56
TOTAL SAVINGS			(3,781)	(1,948)	(564)	(364)	(6,657)	119.10

Communities and Place Directorate Savings Plans – Agreed at 24 October 2018 Cabinet

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Libraries	Transfer of libraries service to a Community Managed Model	Second year of the transfer of 10 libraries.	(336)	-	-	-	(336)	-
TOTAL SAVINGS			(336)	-	-	-	(336)	-

Corporate Resources Directorate Adjustments since 24 October 2018 Cabinet Report

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Further Savings Requiring Consultation								
Property Services	Mileage Efficiencies	A review of the use of employee vehicles ("grey fleet") for business travel to generate savings in the cost of mileage reimbursement.	(35)	(35)	-	-	(70)	-
Property Services	Staffing Efficiencies	Staffing efficiencies and reviewing of delivery of Facilities Management functions.	(40)	(128)	-	-	(168)	7
Property Services	Staffing Efficiencies	Using functionality of the Strategic Asset Management system to enable staffing efficiencies.	(25)	(25)	-	-	(50)	1
Property Services	Contract Efficiencies	More efficient use of Consultants and Contracts to deliver a percentage saving on spend.	-	(125)	(125)	-	(250)	-
Democratic Services	Staffing Efficiencies	Staffing Efficiencies with review of emerging technologies.	-	(28)	-	-	(28)	1
Legal	Base Budget review	Review of Solicitors and Legal Executives Professional Fees allocation.	(9)	-	-	-	(9)	-

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Operational Savings that do not require consultation								
Revenues, Benefits and Exchequer Services	Additional income	Additional income from selling Corporate Fraud Services and increasing the HRA recharge.	(18)	-	-	-	(18)	-
Revenues, Benefits and Exchequer Services	Base Budget review	Review of Base budgets in the Benefits and Exchequer service.	(25)	-	-	-	(25)	-
Property Services	Efficiencies	Efficiencies in the Revenue Repairs and Maintenance budgets.	(250)	-	-	-	(250)	-
Democratic Services	Review of technology	Review of member's broadband provision.	(8)	-	-	-	(8)	-
Democratic Services	Base Budget review	Removal of minor operational budget no longer required.	(6)	-	-	-	(6)	-
Digital and Customer Services	Review of technology	Review of mobile phones and using alternative digital technologies as appropriate.	(30)	-	-	-	(30)	-
Digital and Customer Services	Staffing Efficiencies	Staffing Efficiencies - Removal of vacant post in ICT.	(9)	-	-	-	(9)	1
Digital and Customer Services	Additional income	Additional Income from fees and charges for the provision of weddings.	(22)	-	-	-	(22)	-
Legal	Staffing Efficiencies	Staffing Efficiencies - Removal of vacant post in the Insurance Team.	(20)	-	-	-	(20)	0.5

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Business Support	Document Management Support	Document Management Support - further additional income.	(5)	-	-	-	(5)	-
Adjustments to the 24 October Cabinet Report								
Revenues, Benefits and Exchequer Services	Technical Adjustment	Review of Single Person Discount Database - now included in funding section of Medium Term Financial Plan.	558	-	-	-	558	-
Property Services	Reduction in original proposed saving	Reduction in car parking Permits saving following further review.	29	10	-	-	39	-
Further Adjustments								
Council Wide	Unachievable Saving	Savings in property management for the demolition of the Assembly Rooms. Because of the decision to proceed with refurbishment work to reopen the 'New Assembly Rooms', this saving will no longer be achievable in 19/20. This is shown for completeness as there is corresponding pressure requiring approval in Communities and Place pressures section.	(240)	-	-	-	(240)	-
TOTAL CHANGES CORPORATE RESOURCES			(155)	(331)	(125)	-	(611)	10.5

Peoples Directorate Adjustments since 24 October 2018 Cabinet Report

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Further Savings Requiring Consultation								
Childrens	Children's Centres	Deletion of contingency budgets within the Children's Centres Budgets.	(80)	-	-	-	(80)	-
Peoples	Management Review	Review the management structure of the Directorate.	(50)	-	-	-	(50)	1
Adults	Local Area Coordination	To be funded from the Housing Revenue Account - there will be no impact on service delivery.	(160)	-	-	-	(160)	-
Childrens	Connexions Service	Additional Savings in the Connexions service.	(88)	-	-	-	(88)	2
TOTAL CHANGES PEOPLES			(378)	-	-	-	(378)	3

Communities and Place Directorate Adjustments since 24 October 2018 Cabinet Report

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Further Savings Requiring Consultation								
Grounds Maintenance	Removal of funding for Floral Features	Alternative funding will be sought through sponsorship and advertising opportunities or community adoption and engagement.	-	(50)	(55)	-	(105)	-
Grounds Maintenance	Parks Grounds Maintenance	Working with community organisations to have greater involvement in parks and playing pitch maintenance to reduce Derby City Council financial support.	-	(25)	(25)	-	(50)	-
Grounds Maintenance	Rationalise Grounds Maintenance Officers	Delete 0.5 FTE in Grounds Maintenance Officers.	(17)	-	-	-	(17)	0.5
Highways Maintenance and Parks	Highways/Parks Inspectors	Creation of a hybrid Highway Inspector/Park Ranger/Arb Inspector role.	-	-	(114)	-	(114)	3

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Traffic and Transportation	Parking Charges	The introduction of an increase in on-street and off-street parking as part of a phased approach. This follows a review of charging which has not changed since 2014.	(442)	-	-	-	(442)	-
Traffic and Transportation	Parking Charges	The introduction of planned on-street charges to specific sites at Chequers Road/Ascot Drive. The scheme was based on an assessment of the area and concerns raised by local businesses and have been consulted on locally.	(50)	-	-	-	(50)	-
Traffic and Transportation	Parking Charges	Review of the usage of council owned district centre parking to assess the impact on the transport network and understand the issues raised by local residents and businesses about restriction of access and impact on the vibrancy of the centres.	-	(60)	-	-	(60)	-
Traffic and Transportation	Network Management	Reduction of non-compliance of works carried out to the public highway and under the Traffic Management Act to ensure that it is reinstated appropriately.	(80)	-	-	-	(80)	-

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Traffic and Transportation	B-Line bus service	Efficiencies introduced by the lead authority to the management and operating processes for this service, such as an improved IT system which will reduce operating costs.	(25)	-	-	-	(25)	-
Traffic and Transportation	Bus Station	Review of bus station contract with proposed adjustments in 2019/20 this is part of an on-going review of the bus station management which will inform the budget over the coming year.	(80)	-	-	-	(80)	-
Regeneration	Economic Partnerships	A reduction in the Marketing Derby contribution and the international budget.	(40)	-	-	-	(40)	-
Regeneration	Economic Partnerships	Stop subscription and membership to the Key Cities Group.	(10)	-	-	-	(10)	-
Regeneration	Economic Partnerships	Reduction in the flexible element of the Economics Partnership budget.	(10)	-	-	-	(10)	-

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Environmental Protection	Neighbourhood Working	Extended approach to Neighbourhood working through an increase in number of Community Protection Officers and the addition of enforcement powers to incorporate parking offences. There will be a refocus of the Neighbourhood team to community engagement and development.	(100)	(150)	(150)	-	(400)	-
Land Drainage and Flood Defence	Staffing Budget Review	Deletion of vacant post and review of agency budget.	(53)	-	-	-	(53)	1
Land Drainage and Flood Defence	In-House Drainage Team	Establish a small in-house team to complete repair works as opposed to procuring contractors.	(65)	-	-	-	(65)	-
Highways Maintenance	Highways Maintenance Winter Service Routes and Standby	Amendments to winter service treatment times and standby payments.	(35)	-	-	-	(35)	-
Highways Maintenance	Highways Maintenance savings from previous efficiencies	Savings generated through transformational work over the last 5-6 years, risk of overspend remains if there is a severe winter.	(75)	-	-	-	(75)	-

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Highways Maintenance	Efficiencies in Highway Maintenance resources	Efficiency generated by moving to new Code of Practice.	-	(20)	-	-	(20)	-
Housing	Strategic Housing Efficiencies	Review of charge out rates and closer working alongside Derby Homes to maximise efficiencies.	(200)	-	-	-	(200)	-
Housing Management	Carelink Service	Extend Carelink provision across all Council owned supported housing.	-	(280)	-	-	(280)	-
Leisure	Leisure	Generate additional income in Leisure through the development of activities and events.	(85)	(100)	-	-	(185)	-
Leisure	Queens Leisure Centre closure	Following the opening of the new swimming pool, there is an expectation that Queens Leisure Centre would be closed.	-	-	-	(200)	(200)	-
Grounds Maintenance	Markets Cleansing	Reduction in market cleansing requirements following the reduction in market provision.	(106)	-	-	-	(106)	-
Grounds Maintenance	Contract Review	Review of Derby Homes contract pricing relating to Grounds Maintenance and cleansing to cover the full cost of the service.	(90)	-	-	-	(90)	-

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Leisure and Culture	Staffing Reductions	Revenue savings being identified from further staff efficiencies and vacancies.	-	(85)	-	-	(85)	2
Leisure	Deletion of a vacant post	Revenue savings being identified from further staff efficiencies and vacancies.	(20)	-	-	-	(20)	0.7
Planning	Conservation	Review of the conservation and heritage function including working with the Conservation Area Advisory Committee.	(41)	-	-	-	(41)	1
Traffic and Transportation	Review of staffing structures in traffic and transportation	Review structures within the Traffic and Transportation Service to address the long standing temporary staffing arrangements and to remove vacant posts.	(48)	-	-	-	(48)	2
Adjustments to the 24 October Cabinet Report								
Libraries	Transfer of libraries service to a Community Managed Model	Second year of the transfer of 10 libraries – Saving Reprofiling to 2020/21. The council will continue to implement the actions from the Library Strategic Review.	336	(336)	-	-	-	18.3
TOTAL CHANGES COMMUNITIES AND PLACE			(1,336)	(1,106)	(344)	(200)	(2,986)	28.5

Corporate Resources Directorate Pressures

Service	Current Pressures	2019/20	2020/21	2021/22	2022/23	TOTAL
		£000's	£000's	£000's	£000's	£000's
Pressures to be Agreed						
Corporate Core	Risk Management Staffing Resource.	48	-	-	-	48
Legal, Procurement and Democratic Services	Procurement - Permanent Staffing Structure requirement to meet operational requirements.	52	-	-	-	52
Legal, Procurement and Democratic Services	Insurance - Valuations of non HRA properties for insurance purposes, for example the Leisure Facilities.	70	-	-	-	70
Legal, Procurement and Democratic Services	Legal Services - Increased workload in legal support in new service areas (environment enforcement strategy (e.g. CPNs), corporate fraud, education welfare and licensing, as well as emerging public law areas of challenge (e.g. SEND to EHCP conversions, age assessments, etc.).	80	80	-	-	160
Human Resources and Organisational Development	Job evaluation contract for training/Quality Assurance and bespoke work.	25	-	-	-	25
Corporate Core	Performance, Innovation and Communication - Corporate report writing to support major systems such as CRM, Acolaid.	23	-	-	-	23
Property Services	Property - Resilient staff structure.	100	-	-	-	100
Property Services	Property Maintenance - pressure from transfers of properties to third party service providers whilst retaining full responsibility for maintenance.	155	125	-	-	280
Corporate	Review of Treasury Management Policy (MRP).	41	(97)	1,026	(31)	939
Council Wide	2018/19 net Unachievable Staffing Saving.	1,680	-	-	-	1,680
Corporate	Corporate Revenue Contingency Budget.	290	-	-	935	1,225
	TOTAL CORPORATE PRESSURES TO BE AGREED	2,564	108	1,026	904	4,602

Peoples Directorate Pressures

Service	Current Pressures	2019/20	2020/21	2021/22	2022/23	TOTAL
		£000's	£000's	£000's	£000's	£000's
Pressures to be Agreed						
Adult Services	Review of Commissioned Care Costs (Inflationary Increases in relation to the care we buy).	1,342	-	-	-	1,342
Adult Services	Demographic social care pressures.	457	355	400	400	1,612
Adult Services	Sustainable Adult Social Care Operational Service Pressures.	1,493	-	-	-	1,493
Children Services	Apprenticeship Manager.	28	-	-	-	28
Children Services	Looked After Children Pressures.	4,000	-	-	-	4,000
Children Services	Children's Services Inspections and Assessments (Performance).	37	-	-	-	37
Children Services	Children's Services Social Care Data Analysis (Performance).	33	-	-	-	33
	TOTAL PEOPLES PRESSURES TO BE AGREED	7,390	355	400	400	8,545

Communities and Place Directorate Pressures

Service	Current Pressures	2019/20	2020/21	2021/22	2022/23	TOTAL
		£000's	£000's	£000's	£000's	£000's
Pressures to be Agreed						
Arbore cultural	Tree Management (Part removal of pressure agreed in 18/19).	-	(100)	-	-	(100)
Leisure and Culture	Cultural Events and Christmas Lights (19/20 is a reduction of a one off allocation in 18/19).	(150)	-	-	-	(150)
Streetpride	Potential Additional Streetscene Work.	185	-	-	-	185
Waste	Waste Disposal - Additional costs associated with the recycling contract following the increase in costs in the dry recyclables Market.	135	-	-	-	135
Waste	Free Garden Waste Collection Service.	774	(184)	-	-	590
Leisure and Culture	Moorways Swimming Pool Potential Running Costs.	-	-	400	-	400
Leisure and Culture	Leisure, Culture & Tourism - Moorways Swimming Pool Pre-opening costs.	-	100	700	(800)	-
Leisure and Culture	Leisure, Culture & Tourism - New Assembly Rooms revenue support operational and property maintenance.	490	-	-	-	490
Leisure and Culture	Leisure, Culture & Tourism - Queens Leisure Centre Income Pressure.	210	-	-	-	210
Leisure and Culture	Leisure, Culture & Tourism - Allestree Golf Course Income and Operational Pressure.	100	-	-	-	100
Regeneration	Regeneration - Corporate Connectivity costs.	85	-	-	-	85
Leisure and Culture	Museums - Predicted shortfall in attracting third party funding for operational costs.	-	250	-	-	250
Regeneration	Regeneration - Shortfall in budget following a review of the business case, loan arrangements and income pressures.	114	-	-	-	114
Environmental Services	Bereavement Services - Increased competition following the opening of a new facility in the area.	200	-	-	-	200
	TOTAL COMMUNITIES & PLACE PRESSURES TO BE AGREED	2,143	66	1,100	(800)	2,509

Appendix 5

New Funded Capital Schemes Proposed

Programme Area	Additional list of New/Extended Schemes	Budget Required			Total £m
		2019/20 £m	2020/21 £m	2021/22 £m	
Schools	Basic Need/Additional Places	-	10.968	3.800	14.768
Schools	Adaptions For Foster Carers	-	0.080	0.080	0.160
Schools	Capital works delivered by schools	-	0.500	0.500	1.000
Schools	Devolved Formula Capital	-	-	-	-
Schools	School Condition work	-	1.500	1.400	2.900
Schools	Derby Cathedral School - New Secondary School	1.000	1.000	-	2.000
Schools	The Bemrose School – Special Education Needs (SEN) Unit	0.400	2.720	-	3.120
Schools	St Clare's Special School – Redevelopment	0.300	3.680	-	3.980
Housing General Fund	Disabled Facilities Grant 96 Act	-	-	1.915	1.915
Housing General Fund	Capitalised Salaries	-	-	0.085	0.085
Housing General Fund	Healthy Housing Assistance	-	-	0.150	0.150
Housing General Fund	Empty Property Assistance	-	-	0.150	0.150
Housing General Fund	Community Energy Savings Project (CESP)	-	-	0.250	0.250
Housing General Fund	Works at Shelton Lock	0.070	-	-	0.070
Housing General Fund	Affordable Housing External Registered Provider	0.950	-	-	0.950
Housing General Fund	Grants (RTB receipts)	-	-	0.500	0.500
Property	Planned Maintenance	-	-	4.637	4.637
Property	Lift Replacement	-	-	0.150	0.150
Property	Capitalised Valuer	-	-	0.037	0.037
Property	Homes for older People	1.000	1.750	-	2.750
Property	City Centre Infrastructure	0.150	0.100	-	0.250
Property	Arboretum Park Rosehill Lodge	0.150	-	-	0.150
Property	Darley Park playing fields changing mess	0.165	-	-	0.165
Property	Pickfords House Museum	0.080	-	-	0.080
Property	Libraries refurbishment project	0.100	0.100	-	0.200
Property	Darley Playing Fields	0.245	-	-	0.245
Property	Chellaston Park	-	0.025	-	0.025
Flood defence	Local flood alleviation scheme	-	-	0.250	0.250
Highways & Transport	Integrated Transport Programme - smaller scheme	-	-	1.000	1.000

Programme Area	Additional list of New/Extended Schemes	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Highways & Transport	Asset Management - Highways Maintenance	-	-	4.900	4.900
Highways & Transport	A52 Strategic Transport Scheme	12.225	-	-	12.225
Highways & Transport	Public Transport - Cleaner Taxis	0.440	-	-	0.440
Vehicles Plant and Equipment	Grounds Plant & Equipment	-	-	0.400	0.400
Vehicles Plant and Equipment	Refuse Vehicles & Plant	-	-	1.900	1.900
Vehicles Plant and Equipment	Street Cleaning Equipment	-	-	0.220	0.220
Vehicles Plant and Equipment	Garden Waste Recycling Bins	0.740	-	-	0.740
Regeneration	Market Hall Refurbishments	-	-	2.600	2.600
Regeneration	Becketwell Colyer street acquisition	0.400	1.620	-	2.020
Regeneration	Enhanced Assembly Rooms	13.500	10.000	-	23.500
Regeneration	Alvaston District Centre	0.715	-	-	0.715
Regeneration	City Centre Living	-	-	1.500	1.500
Regeneration	Brook re-alignment/innovation drive extension	0.893	0.894	-	1.787
ICT	Liquid logic	0.200	-	-	0.200
ICT	Business Support 2 Scanners	0.100	-	-	0.100
HRA	Various Council Dwelling Improvements	-	-	11.555	11.555
HRA	New Build	6.000	10.500	15.413	31.913
	Total New Schemes	39.823	45.437	53.392	*138.652

*Note these are additional schemes and not the full programme for example an additional year of planned maintenance.