

Appendix 2 - Summary of Delivery on 2021-22 Savings

Category	Title	Lead Directorate	2021/22 £m	Current Forecast Saving			Progress Comment	Action being taken to ensure saving is delivered in 2022/23
				2021/22 Saving Forecast Outturn	Saving Variance	RAG Rating (10% variance Amber, >10% variance red)		
Demand	CLA Budget Pressures	People	(2.000)	(2.000)	0.000	Green	Saving met in full	
Demand	ENCTS reduction in demand	Economy & Infrastructure	(5.000)	(5.000)	0.000	Green	Saving met in full	
		Subtotal	(7.000)	(7.000)	0.000			
Efficiency	Gas contract - saving from retender	Economy & Infrastructure	(0.100)	(0.100)	0.000	Green	Saving met in full	
Efficiency	Ernst Young automation work	Other Corporate Items	(0.200)	0.000	0.200	Red	Non-Delivery due to the number of processes in scope of automation reducing due to organisational capacity. The only processes being progressed are in Customer and Community Services and the Fire and Rescue Service. In-house team is being developed to deliver future savings opportunities.	
		Subtotal	(0.300)	(0.100)	0.200			
Financing	Transport - permanent inclusion of grant	Economy & Infrastructure	(0.453)	(0.453)	0.000	Green	Saving met in full	
Financing	Highways Replacement Reserve - revenue contribution	Economy & Infrastructure	(0.475)	(0.475)	0.000	Green	Saving met in full	
Financing	Review of 20/21 inflation provision	Other Corporate Items	(4.897)	(4.897)	0.000	Green	Saving met in full	
Financing	Remove 1% Brexit related salary inflation for 2021/22 only	Other Corporate Items	(2.000)	(2.000)	0.000	Green	Saving met in full	
Financing	Remove 1% Brexit related contracts inflation for 2021/22 only	Other Corporate Items	(2.500)	(2.500)	0.000	Green	Saving met in full	
Financing	Treasury Management Review of MRP and Interest (Net)	Other Corporate Items	(0.042)	(0.042)	0.000	Green	Saving met in full	
		Subtotal	(10.367)	(10.367)	0.000			
		TOTAL OF NEW MTFP SAVINGS	(17.667)	(17.467)	0.200	98.9%		
Step up in Existing Savings	Review of commissioning, procurement and management of activities in Children and Families services.	People	(1.000)	(0.205)	0.795	Red	A step up in savings linked to the Children's Quality & Development Plan in 2020/21 (intended as mitigations against this MTFP saving in Children & Young People) did not happen due to changes in placements, meaning this is now reported as a pressure during 2021/22. Linked to the pressure reported against saving U3, £0.136m.	Non-Delivery in 2022/23. Funded as part of Strat Planning.
Step up in Existing Savings	Reduction in employer pensions costs reflecting forecast staffing levels.	Fire	(0.030)	(0.030)	0.000	Green	Saving met in full	
Step up in Existing Savings	Income Generation from Enterprise Projects	Other Corporate Items	(0.500)	(0.500)	0.000	Green	Saving met in full	
Step up in Existing Savings	Extra Care Housing	People	(0.064)	0.000	0.064	Red	Savings may be achieved where placements are made as an alternative to residential care. The saving requires 38 placements in extra care at 21 hours per week as an alternative to residential care with additional shared night support. The Newton Road scheme in Penrith opened in July, CCC has 54 nominations. The forecast assumes 20 new long-term placements as an alternative to residential care for an average of 6 months saving £0.120m. This leaves a pressure of £0.306m, which is split between Ref E4 and U4 below.	Non Delivery in 2022/23. Funded as part of Strat Planning. (but note U4 pressure, below)
		TOTAL STEP-UP OF EXISTING SCHEMES	(1.594)	(0.735)	0.859			
Step up in Existing Savings	Above inflationary increases to recover administration costs for deferred payments.	People	(0.013)	(0.013)	0.000	Green	Savings met through charges being raised as per plan.	
Step up in Existing Savings	Service Redesign - Residential Care - Children's Investment in 2 x 4 bed residential care provision for Children Looked After	People	(0.190)	(0.190)	0.000	Green	With the opening of the Penrith Children's residential home, it is anticipated savings will be fully delivered against this line. There will be a balance of pressure on the whole scheme for the two homes (that had total savings of £0.330m), with a pressure of £0.070m due to the delay in the opening of the Leaving Care flats, linked to COVID delays. See line U6 for this pressure.	
Step up in Existing Savings	Review of commissioning, procurement and management of activities in Children and Families services.	People	(0.136)	0.000	0.136	Red	A step up in savings linked to the Children's Quality & Development Plan in 2020/21 (intended as mitigations against this MTFP saving in Children & Young People) did not happen due to changes in placements, meaning this is now reported as a pressure during 2021/22. Linked to the pressure reported against saving E1, £0.795m.	Non Delivery in 2022/23. Funded as part of Strat Planning.
Step up in Existing Savings	Extra Care Housing	People	(0.346)	(0.078)	0.268	Red	See Ref E4 above.	Non Delivery in 2022/23. Part funded as part of Strat Planning. The pressure of £0.226m has now slipped to £0.306m at Q3. Only £0.226m of this is funded in 2022/23, leading to a net pressure of £0.080m against this saving in 2022/23. Pressures are difficult to achieve as cost pressures are increasing across Extra Care settings. New schemes in 2022/23 would support delivery of the remainder of this saving.
Previous partly-undelivered saving	Invest in international recruitment of social workers	People	(0.050)	(0.050)	0.000	Green	The original proposal was to recruit social workers from abroad to reduce EPW costs. Part of the savings have been achieved previous years through local recruitment as international recruitment was not achieved. It is anticipated that EPW costs will reduce as COVID pressures ease, delivering the remainder of mitigations through local recruitment, in line with the ongoing recruitment drive for social workers.	

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				2021/22 Saving Forecast Outturn	Saving Variance	RAG Rating (10% variance Amber, >10% variance red)		
Previous partly-undelivered saving	Children's Residential Homes	People	(0.140)	(0.070)	0.070	Red	There has been a slight delay in the opening of the Leaving Care flats at the Penrith Children's Home. As such, current assumptions are that there will be a temporary slight shortfall in savings.	The Leaving Care flats have now opened so the full year effect of all the provisions being available during 2022/23 should deliver the remainder of savings.
Previous partly-undelivered saving	Day Care Service Review	People	(1.015)	(1.015)	0.000	Green	Saving to be met in full	
Previous partly-undelivered saving	Promoting Independence - Adults	People	(4.868)	(3.768)	1.100	Red	The plan to deliver the remaining balance of Promoting Independence savings was as follows: - £3.033m of prior year write offs temporarily reducing savings delivery in 2020/21. In 2021/22 the gross savings are now reported and shown as delivered. - £1.445m remaining savings will be delivered through the completion of outstanding cases and the balance of any permanent reductions in high cost packages. - £0.390m phase 2, embedding the learning from phase 1 of review work There has been a delay in delivery due to the ongoing pandemic affecting health partners, and the service supporting the care sector in the ongoing challenges faced.	The remaining pressure of £1.100m is anticipated to be delivered in 2022/23 through the remaining Ordinary Residence and Continuing Helathcare claims which will now be processed next year.
Previous partly-undelivered saving	Working with partners to ensure appropriate funding of costs by relevant partners is recognised to ensure a joined up approach to service provision.	People	(0.125)	0.000	0.125	Red	Recharges to the CCGs for 100% health task Generic Domiciliary Care packages, will not be progressed in this year. The service has seen significant growth during the COVID pandemic as a key tool in the Discharge to Assess process. Proposals are in place to end new admissions to service with cases to be reviewed into 2022/23.	Cases to be reviewed and charges to be progressed in 2022/23.
Previous partly-undelivered saving	Car Park Income	Economy & Infrastructure	(0.050)	(0.050)	0.000	Green	Saving met in full	
Previous partly-undelivered saving	Integrated Transport Planning function	Economy & Infrastructure	(1.000)	(0.500)	0.500	Red	This is a Council wide saving which requires 6 key changes to deliver the saving in full, this includes the establishment of a core operational transport management functionality to plan and manage transport across the County, supply chain intervention in relation to SEND transport, Logistics and Warehousing and reduction in costs associated with staff travel. To date the supply chain intervention key change has been progressed. Savings have been achieved through this, but they are currently mitigating the SEND transport overspend. The saving is forecast to be temporarily part met by a reduction in grey mileage as a consequence of COVID new ways of working. Work continues to meet in full. Including £0.240 reduction in SEND transport, this is currently offsetting an increase in SEND Costs. The £0.500m delivered in 2021/22 was on a one-off basis and therefore permanent delivery is required in 2022/23.	A proposal to reduce all service grey mileage budgets on a permanent basis by £500k has been approved in principle by the Executive Directors. This is being progressing ahead of 2022/23. This needs to be agreed prior to the year end by the Financial Challenge Group. £350k of the remaining £500k has been met through school transport retendering but is offsetting pressures in SEND transport - therefore has not delivered a cashable saving. To help meet the remaining a consultant has been appointed to review our transport policies, route optimisation of school and SEND Transport to establish if additional savings can be made on procurement.
Previous partly-undelivered saving	Customer Service Transformation	Corporate Customer and Community Services	(0.273)	0.000	0.273	Red	No delivery plan currently in place to deliver this saving.	This Savings was included in the 2022/23 budget approved by Council on 10 February 2022 as a pressure and has been mitigated, therefore delivery is not required in 2022/23.
Previous partly-undelivered saving	Digital Transformation	Corporate Customer and Community Services	(0.800)	(0.177)	0.623	Red	Delays to the delivery of SPA saving as a result of the transfer of the service, into the service centre. Potential for saving opportunities to be delivered are being explored. Brokerage element of the £0.450m saving has been identified as undeliverable as a result of increased demand on the service.	£0.450m of this saving was included in the 2022/23 budget approved by Council on 10 February 2022 as a pressure and has been mitigated, therefore delivery is not required in 2022/23. The remaining £0.173m is being offset by Directorate Underspends in 2021/22. Given the work ongoing around LGR it is unlikely that any transformation work will result in the achievement of this saving. This will be identified as a budget pressure in 2022/23.
Step up in Existing Savings	Income Generation - Increase in advertising revenue	Economy & Infrastructure	(0.070)	(0.070)	0.000	Green	Saving met in full on a one-off basis.	
Previous partly-undelivered saving	Information, Advice & Guidance	Other Corporate Items	(0.291)	0.000	0.291	Red	Cannot be achieved as originally intended, reported in 2019/20 and 2020/21.	£0.110m of this saving was included in the 2022/23 budget approved by Council on 10 February 2022 as a pressure and has been mitigated, therefore delivery is not required in 2022/23. There is currently no plan in place to delivery the remaining £0.181m and therefore there is a risk around this for 2022/23.
Previous partly-undelivered saving	Deep Dive service reviews	Other Corporate Items	(1.390)	(0.181)	1.209	Red	Cannot be achieved as originally intended, reported in 2019/20 and 2020/21.	This Savings was included in the 2022/23 budget approved by Council on 10 February 2022 as a pressure and has been mitigated, therefore delivery is not required in 2022/23.
TOTAL PREVIOUS YEARS UNDELIVERED SAVINGS			(10.757)	(6.162)	4.595			
TOTAL SAVINGS TO BE DELIVERED			(30.018)	(24.364)	5.654			