

Service budget recovery plan - Month 9 update

Directorate	Initial target £000's	Initial proposals £000's	Month 9 Forecast	Variance
Children & Young People	217	217	217	0
Social Care, Health & Safeguarding	1,122	800	467	(333)
Communities & Place	457	537	537	0
MonLife	88	97	88	(9)
People & Governance	91	11	11	0
Chief Executives Unit	63	147	129	(18)
Resources	148	377	377	0
Total	2,185	2,185	1,825	(360)

Children & Young People

Indicative saving target: (£000's) 217

Initial options 217 217

Ref	Service	Proposal	Initial target £000's	Month 9 Forecast £000's	Recovery method	Details	Risk Factor	Progress at Month 9
					<i>i.e. Not filling vacant post, reduction in supplies or services, additional income, curtailing service, etc.</i>	<i>A brief description of the proposal including any risks to being able to deliver</i>	<i>Low, Medium, High</i>	<i>Progress against initial saving target</i>
CYP1	Education Psychology	Saving generated by not filling 0.4 FTE of a post	22	22	Not filling a vacant post	Following a recent recruitment process for a full time Education Psychology post the successful applicant has asked to work 3 days leaving 2 days vacant. The service is able to accommodate this.	Low	To be met in full
CYP2	Primary Behaviour support	Due to the delay in being able to recruit to the posts this has generated a saving	106	106	Delay in recruiting to the service	Due to a restructure there has been a delay in recruiting to this service therefore 9 months saving has been made on the budget.	Low	To be met in full
CYP3	Photovoltaic Recharges (Schools)	To release some of the surplus balance to support the recovery plan	89	89	Releasing some of the reserve	Following the installation of photovoltaic panels on at some school the recharges have been put in a reserve to be used for energy efficiency projects, the surplus reserve has been increasing year on year and no projects have been proposed. If agreed this would still leave £136k for projects	Low	To be met in full

Social Care, Health & Safeguarding

Indicative saving target: (£000's)

1,122

Initial options 800 467

Ref	Service	Proposal	Initial target £000's	Month 9 Forecast £000's	Recovery method	Details	Original Risk Factor	Progress at Month 9
					<i>i.e. Not filling vacant post, reduction in supplies or services, additional income, curtailing service, etc.</i>	<i>A brief description of the proposal including any risks to being able to deliver</i>	<i>Low, Medium, High</i>	<i>Progress against initial saving target</i>
SCH1	Children's	Reduce Placement Support Costs	38	38	Reduction in services	We have moved a younger person out of an OWR into a supported accommodation placement and are in the process of reducing the child's level of support	L - the care plan is on track	To be met in full
SCH2	Children's	Placement Cost	20	20	Reduction in services	We have moved a younger person from an OWR onto Skirrid which is now registered as a 2 bed (previously 1 bed). The plan is to move another child into the 2nd placement which will reduce the costs of the 2nd child's placement at £5,700 per week	M - sibling group complex needs, recently come into care, aim for joint March is achievable, pending on successful transition.	To be met in full
SCH3	Children's	Placement Cost	50	50	Changed Supplier	Child in OWR placement requiring agency residential care. A new supplier is now available at reduced cost.	L - change in supplier has already been made	To be met in full
SCH4	Children's	Placement Cost	22	22	Change of Care Plan	Child was rehabilitated to family member, which was not identified in M6 forecast	L - it has already happened	To be met in full
SCH5	Children's	Placement Cost	150	127	Reduction in services	At M6 forecast was based on a 6:1, the current clinical assessment indicates 5:1 moving to 4:1. The child will be moving to bespoke accommodation.	M - £100K is Low risk as this equates to the reduction of 1 carer which is now in place. The further reduction of 1 carer will depend on outcome of clinical assessment following transition to new accommodation.	Substantially met
SCH6	Children's	Recruitment	8	8	Convert agency to T & C	An agency safeguarding TM has been in place, who has now been successfully appointed on T & C	L - successful appointment has been enacted, awaiting checks.	To be met in full
SCH7	Children's	Delay recruitment	12	12	Not filling vacancy	3 day Social Work post in the Children With Disabilities team	L - this is the status quo, so the work / risk is currently managed.	To be met in full
SCH8	Children's	Delay recruitment	4	4	Not filling vacancy	1 day Social Work post Families Together team	L - this is the status quo, so the work / risk is currently managed.	To be met in full
SCH9	Children's	Service re-design	12	12	Changing posts	Convert x2 agency Social Worker posts in the Long Term Support Team to x2 Family Support Workers	M - the risk is whether we are able to recruit in time to realise the savings	To be met in full
SCH10	DMT	Staffing	6	4	Not filling vacancy and releasing agency	0.5 Chief Officer Business Support and use Business Support for Head Of Adult Service instead	L - the post is shared with CO CYP so this may be jeopardised	Slight shortfall against target
SCH11	DMT	Delay recruitment	8	8	Delay recruitment	Delay arrival of Head Of Adult Service by 3 weeks	L - the risk is delay in further development and implementation of the MTFP	To be met in full
SCH12	Transformation	Utilise a WG grant	40	40	Additional income	An in-year Performance Grant has been awarded which can be used against a reconfigured performance post (to off-set core funding)	L - grant already claimed	To be met in full
SCH13	Transformation	Utilise a WG grant	50	50	Additional income	An in-year Workforce Development Grant has been applied for which can be used to off-set core funding for recruitment activity that has already been undertaken	M - the outcome of the application process is still pending	To be met in full
SCH14	YOS	Utilise a WG grant	10	10	Additional income	A Ministry Of Justice grant has been awarded to the YOS for prevention which we propose is used to off-set core funding	L - the grant criteria still needs to be worked through	To be met in full
SCH15	Directorate Staffing	Delays to recruitment	50	50	Delay filling vacancies	Delay to 1 data and performance lead, 1 EHO and 1 BS.	L - continues the status quo	To be met in full
SCH16	Directorate Staffing	Delays to recruitment	50	12	Delay filling vacancies	There are currently at least 36 vacancies within the directorate, which can be actively managed to mitigate the pressures.	M - this will require control via any recruitment being authorised by DMT. It will create workforce pressures regarding the unmet need.	Since month 6 we have actively sought not to recruit into posts within the Commissioning and Mental Health teams. In regards to Care at Home where active recruitment is in place this has the added benefit of targeting and reducing unmet need, specifically in terms of reablement, aligning to the principals of the 2023/24 SCH10 savings mandate.
SCH17	Adult Services	POC costs	200	0	Reduction in services	There are approximately 18 24 hour live-in care packages which are not pegged to our Fair Fee for residential care	M - social work time required to undertake the review, query over how much of the care can be safely reduced within this year.	Even though there has been no reduction at month 9 in 24 hour care package numbers and we have now ascertained those care packages are aligned to our residential rate, work is being targeted at reviewing those care packages to determine a strategy to "pull back" care.
SCH18	Adult Services	Debt Recovery	10	0	Additional income	The saving is predicted on targeted reduction of £100,000 in debt, which in turn will reduce the bad debt provision by £10K.	M - Reason for medium is the length and value of debt will be difficult to recover	Overall debt has continued to increase from £1.1M to £1.5M, with any reduction in bad debt provision only being realisable from that older debt, such as long standing difficult non payers. On the positive note, we have had success in recovering debt for newer clients, albeit this has no direct consequence on the bad debt provision.

Social Care, Health & Safeguarding

Indicative saving target: (£000's) 1,122

Initial options 800 467

Ref	Service	Proposal	Initial target £000's	Month 9 Forecast £000's	Recovery method <i>i.e. Not filling vacant post, reduction in supplies or services, additional income, curtailing service, etc.</i>	Details <i>A brief description of the proposal including any risks to being able to deliver</i>	Original Risk Factor <i>Low, Medium, High</i>	Progress at Month 9 <i>Progress against initial saving target</i>
SCH19	Adult Services	Means Tested Policy	60	0	Additional income	Ensure social workers discuss means tested charges with clients before care is provided and ensure the financial assessment process has been started.	L - Should be done as its laid down in legislation and the Authority's charging policy and procedures. Challenge is in embedding correct control mechanism	Income from charging remains stable and unchanged since month 6. Attention continues to ensure care practitioners do, from the very outset, inform clients of the fact services are means tested and following the Council's laid down procedure for charging, which aligns to the 2023/24 SCH6 saving mandate.

Communities & Place

Indicative saving target: (£000's)

457

Initial options

537

Ref	Service	Proposal	Initial target £000's	Month 9 Forecast £000's	Recovery method	Details	Risk Factor	Progress at Month 9
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C&P1	Street Lighting	Reduction in in-year revenue maintenance spend.	50	67	Passporting qualifying spend to capital budgets	Passporting qualifying spend to capital budgets	Low	Exceed target
C&P2	Grounds Maintenance	Drawing of S106 Commuted sum payment	200	147	Additional income	Further draw on S106 commuted sum - using unspent funds saved up from previous years. One-off benefit.	Low	Below target - S106 funding available is below original estimate.
C&P3	Car Parks	Realisation of Pay & Display income from opening of Severn Tunnel junction car park - Jan-March	10	0	Additional income	New car park coming on line in January. There is a risk around whether this level of income is achievable but this risk is felt to be low.	Low	Risk that saving will now not be made due to delay in car park opening.
C&P4	Highways Traffic Mgt	Further release of potential Road Closure income	41	50	Additional income	Projections show that road closure income will exceed what was included at month 4.	Low	Exceed target due to increased income and further savings from vacancies
C&P5	Highways Dev & Flooding	Freeze vacant post until new financial year	54	54	Temporary hold on filling vacant post	Temporary hold on filling vacant post	Low	Exceed target - recruitment into vacant posts has been frozen but services have also undertaken a managed freeze on supplies & Services.
C&P6	Building Cleaning	Managed reduction in material spend	28	41	Reduction in supplies & Services	Re-assessment of stock levels allows for further budget recovery	Low	On Target - additional income has also helped bottom line.
C&P7	Schools Catering	Staff cost reduction	73	73	Temporary hold on filling vacant posts	Re-assessment of staffing requirement since month 4. The forecast indicates potential slow down in recruitment required in this financial year.	Medium	On Target
C&P8	Schools Catering	Windfall grant	56	56	Additional income	Windfall grant relating to WG Free School Meals and covid grant administration that has been provided. This was not known at M4.	Low	On Target
C&P10	Strategic Operations	Freeze vacant post until new financial year	25	49	Temporary hold on filling vacant post	Temporary hold on filling vacant post	Low	Will exceed original target due to other vacancy savings within service.

MonLife

Indicative saving target: (£000's) 88

Initial options 97 88

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ML1	Finance & Business	Freeze Vacant Post - Business Support Team Leader	26	26	Freeze Vacant Post	Post is currently vacant, low risk but adds additional pressure to the business support unit.	Low	To be met in full
ML2	Finance & Business	Freeze Vacant Post - Project Officer	18	18	Freeze Vacant Post	Post is currently vacant, low risk as major projects in MONLIFE have reduced significantly.	Low	To be met in full
ML3	Leisure, Youth & Outdoor Adventure	Outdoor Adventure - Increase income through winter promotions	20	20	Additional Income	Requires school uptake during a period where there has been limited interest previously, the section will look to use promotions to make this period more attractive to schools.	Medium	To be met in full
ML4	Finance & Business	Project Management - Grants	24	24	Additional Income	Recharge core staff to grant projects	Low	To be met in full
ML5	Borough Theatre	Delay staff recruitment until new financial year	9		Temporary hold on filling vacant post	Hold off on filling new structure until we understand future resource requirements.	Low	Not being met - Changes to the employment contracts of the facilities officers in the market. We have needed to appoint an external security contract to open and close the building.

People & Governance

Indicative saving target: (£000's) 91

Initial options 11 11

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			£000's	£000's	<i>i.e. Not filling vacant post, reduction in supplies or services, additional income, curtailing service, etc.</i>	<i>A brief description of the proposal including any risks to being able to deliver</i>	<i>Low, Medium, High</i>	<i>Progress against initial saving target</i>
PG1	Communications	Staff cost reduction	8	8	Staff cost reduction	Temporary saving that will be achieved between staff member leaving and filling of vacant post	Low	To be met in full
PG2	Communications	Staff cost reduction	2.5	2.5	Reduction in staff hours	A mutually agreed reduction in working hours for two staff	Low	To be met in full

Chief Executives Unit

Indicative saving target: (£000's) 63

Initial options 147 129

Ref	Service	Proposal	Initial target £000's	Month 9 Forecast £000's	Recovery method	Details	Risk Factor	Progress at Month 9
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CEO1	Department wide	Moving qualifying staff costs to Ukraine Funding	115	110	Moving qualifying staff costs to Ukraine Funding	Since M6 report we have identified further staff costs that can be pushed against the Ukraine grant	Low	Original estimate was slightly high
CEO2	Department wide	Freeze filling of vacant posts	22	9	Not filling vacant post	Freeze filling of vacant posts until new year	Low	Original estimate was slightly high
CEO3	Improvement Team	Decision taken to not purchase MadeOpen subscription	10	10	Reduction in supplies & Services	Curtail purchase of MadeOpen subscription.	Low	Achieved

Resources

Indicative saving target: (£000's) 148

Initial options 377 377

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			£000's	£000's	<i>i.e. Not filling vacant post, reduction in supplies or services, additional income, curtailing service, etc.</i>	<i>A brief description of the proposal including any risks to being able to deliver</i>	<i>Low, Medium, High</i>	<i>Progress against initial saving target</i>
RES1	Property Services	Reduction in corporate Building maintenance	270	270	Make use of spare capital budget to fund maintenance	No risk - using spare capital funding to cover qualifying maintenance repairs from revenue.	Low	To be met in full
RES2	ICT	Reduce equipment spend through to year end	35	35	reduction in supplies & services	Managed underspend on equipment - majority of laptop spend can be pushed to capital budget.	Low	To be met in full
RES3	Insurances	Reduction in professional fees and ICT costs	20	20	reduction in supplies & services	Fees for the actuarial review are lower than budgeted, alongside delaying some further ICT investment	Low	To be met in full
RES4	Investment income	Additional investment income	52	52	Additional income	Additional investment income in light of rising interest rate environment and where we may be able to look at alternative counterparties	Medium	To be met in full