

## Report to Cabinet

Item No. 8

<b>Report title:</b>	<b>Delivering Financial Savings 2018-19 – Outturn</b>
<b>Date of meeting:</b>	<b>20 May 2019</b>
<b>Responsible Cabinet Member:</b>	<b>Andrew Jamieson, Cabinet Member for Finance</b>
<b>Responsible Director:</b>	<b>Simon George, Executive Director of Finance and Commercial Services</b>

### **Executive Summary/Introduction from Cabinet Member**

County Council agreed savings of £29.999m for the year as part of the 2018-19 budget setting process. This report provides details of the year-end outturn position in respect of the delivery of the 2018-19 savings agreed by the County Council at its budget meeting 12 February 2018.

The report particularly comments on the exceptions to successful delivery which have been rated RED or AMBER.

### **Recommendations**

**Cabinet are recommended to:**

- a) **Consider the budgeted value of savings of £25.502m, representing 85% of the planned savings for the year, which have been delivered;**
- b) **Consider the total shortfall of £4.497m in 2018-19, which amounts to 15% of total savings, and includes £5.298m of budgeted 2018-19 savings projects rated as AMBER and RED, which have not been delivered; and**
- c) **Note the changes to assumptions and rescheduling of savings totalling £5.900m in 2019-20, £1.550m in 2020-21 and £2.500m in 2021-22, as approved in 2019-22 budget setting by County Council on 11 February 2019.**

## **1. Savings overview**

- 1.1. The County Council, as part of setting its budget for 2018-19, agreed net savings of £29.999m. A summary of the total savings, including the savings identified for subsequent years of the Medium Term Financial Strategy agreed as part of the 2018-19 budget process, is provided in this report. Full details of savings can be found in the [2018-19 Budget Book](https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/budget-book-2018-22.pdf?la=en).<sup>1</sup>

<sup>1</sup> <https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/budget-book-2018-22.pdf?la=en>

## 2. RAG ratings

2.1. The definition of RAG rating levels used during the year is set out in the table below.

**Table 1: RAG ratings**

Level	Descriptor
<b>Red</b>	<b>Significant concern</b> that the saving may not be delivered, or there may be a large variance in the saving (50% and above).
<b>Amber</b>	<b>Some concern</b> that the saving may not be delivered or there may be a variance in the saving (up to 50%).
<b>Green</b>	<b>Confident</b> that the saving will be delivered (100% forecast).
<b>Blue</b>	Saving already <b>delivered</b> and reversal of previous year savings.

2.2. The decision to rate a project as RED is based on the criteria shown above, which ensures that a common standard across all areas is maintained in the monitoring of savings.

2.3. Outturn savings delivery is shown in Table 2. The outturn position shows a small reduction of £0.062m in savings delivery when compared to the forecast Period 10 position previously reported to Members.

**Table 2: 2018-19 savings by RAG status**

RAG Status	Budgeted value of savings 2018-19	Percentage of total savings value	Previous forecast savings 2018-19 (Period 10)	Savings Outturn 2018-19	Change in savings position	Savings shortfall 2018-19
	(a)	(b)	(c)	(d)	(c)-(d)	(a)-(d)
	£m	%	£m	£m	£m	£m
<b>Red</b>	-0.642	2%	0.000	0.000	0.000	-0.642
<b>Amber</b>	-14.645	49%	-10.051	-9.989	0.062	-4.656
<b>Green / Blue</b>	-14.712	49%	-15.513	-15.513	0.000	0.801
<b>Total</b>	<b>-29.999</b>	<b>100%</b>	<b>-25.564</b>	<b>-25.502</b>	<b>0.062</b>	<b>-4.497</b>

2.4. Two savings projects have been rated as RED, representing a budgeted total savings value of £0.642m. These savings have not been delivered as set out in Table 2. This represents a shortfall of £0.642m (2.1% of total budgeted savings), which relates to RED rated projects.

2.5. Four savings projects have been rated as AMBER, representing a budgeted total savings value of £14.645m. £9.989m of these savings have been

delivered. This results in a shortfall of £4.656m (15.5% of total budgeted savings), which relates to AMBER rated projects.

2.6. Three savings rated as GREEN have delivered £0.801m more than originally planned in 2018-19.

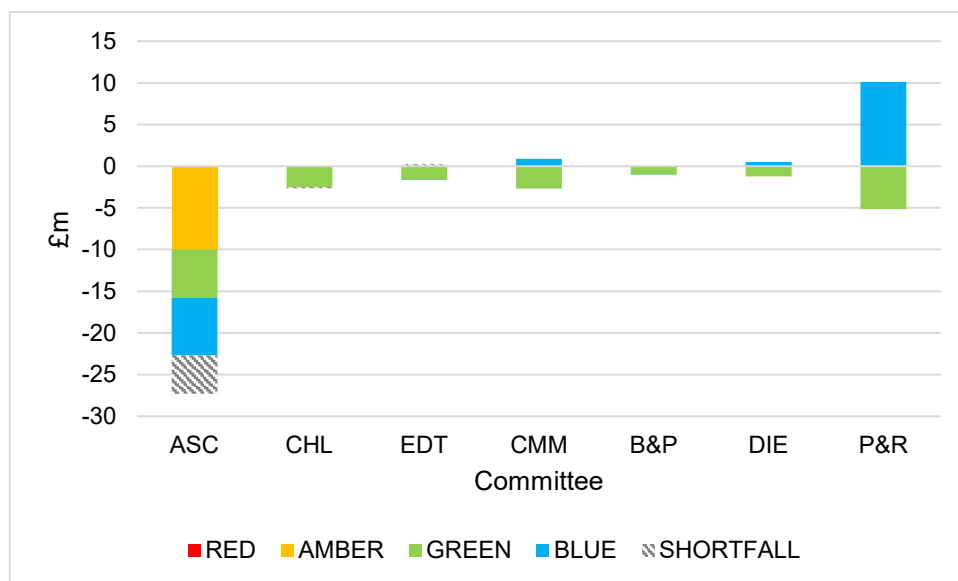
2.7. This results in a **total shortfall in savings delivery of £4.497m** at year end.

2.8. It should be noted that this report presents the savings outturn position for 2018-19 on the previous Committee basis, which reflects and provides comparability with the monitoring undertaken through the year. It is proposed that future reporting to Cabinet of the delivery of savings against the 2019-20 Budget plans will be based on the Departmental structure and incorporated within the overall Finance Monitoring revenue report to Cabinet, starting with the 2019-20 Period 2 position which is due to be reported 15 July 2019.

**Table 3: Committee analysis of 2018-19 savings forecast and RAG status**

RAG status	Adults	Children's Services	EDT	Communities	Business and Property	Digital Innovation and Efficiency	Policy and Resources	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Red	0.000	0.000	0.000	0.000	0.000	0.000	0.000	<b>0.000</b>
Amber	-9.989	0.000	0.000	0.000	0.000	0.000	0.000	<b>-9.989</b>
Green / Blue	-12.726	-2.499	-1.660	-1.803	-1.051	-0.726	4.952	<b>-15.513</b>
<b>Total</b>	<b>-22.715</b>	<b>-2.499</b>	<b>-1.660</b>	<b>-1.803</b>	<b>-1.051</b>	<b>-0.726</b>	<b>4.952</b>	<b>-25.502</b>
Savings (shortfall) / over delivery	-4.575	-0.142	0.220	0.000	0.000	0.000	0.000	<b>-4.497</b>
<b>Total</b>	<b>-27.290</b>	<b>-2.641</b>	<b>-1.440</b>	<b>-1.803</b>	<b>-1.051</b>	<b>-0.726</b>	<b>4.952</b>	<b>-29.999</b>

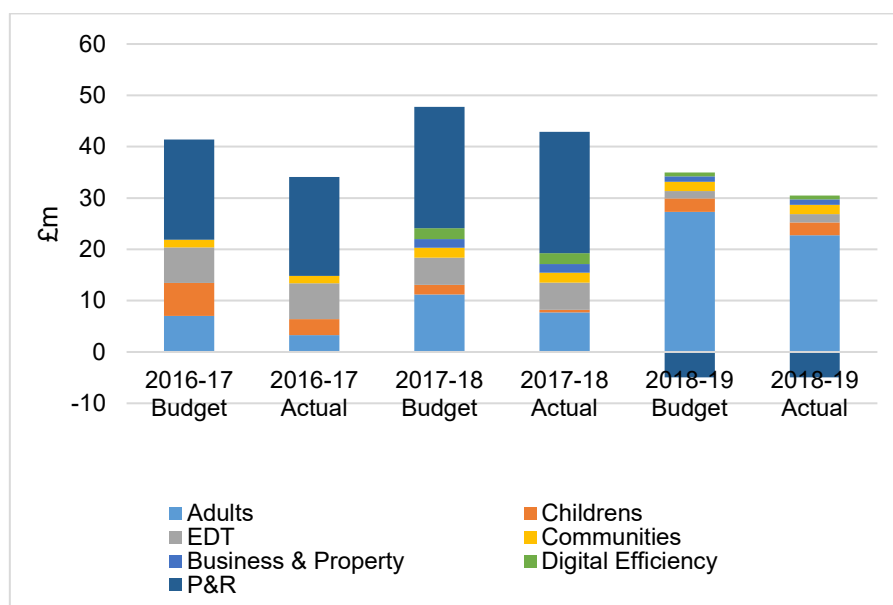
**Figure 1: Committee analysis of 2018-19 savings outturn and RAG status**



### 3. Delivery of savings

3.1. The graph below shows the delivery of savings against budget by Committee, with comparative data for 2016-17 and 2017-18.

**Figure 2: Savings targets and actual delivery by Committee**



3.2. The 2018-19 budget report elsewhere on this agenda sets out details of the overall outturn position for the year. Actions have been taken during the year within Service budgets to find offsetting savings to mitigate delay to the achievement of savings described in this report. The non-delivery of savings

in previous years, and a detailed review of the deliverability of planned savings, was taken into account during the preparation of the 2018-19 Budget, with the result that a number of savings were removed or delayed at budget-setting as shown in the 2018-19 Budget report to County Council. There remains an ongoing need for both Members and Executive Directors to maintain the focus on the effective delivery of both the previous years' agreed savings and future planned savings. Achievement of planned savings helps to minimise risks to the Council's overall financial position and will support the delivery of the 2019-20 Budget.

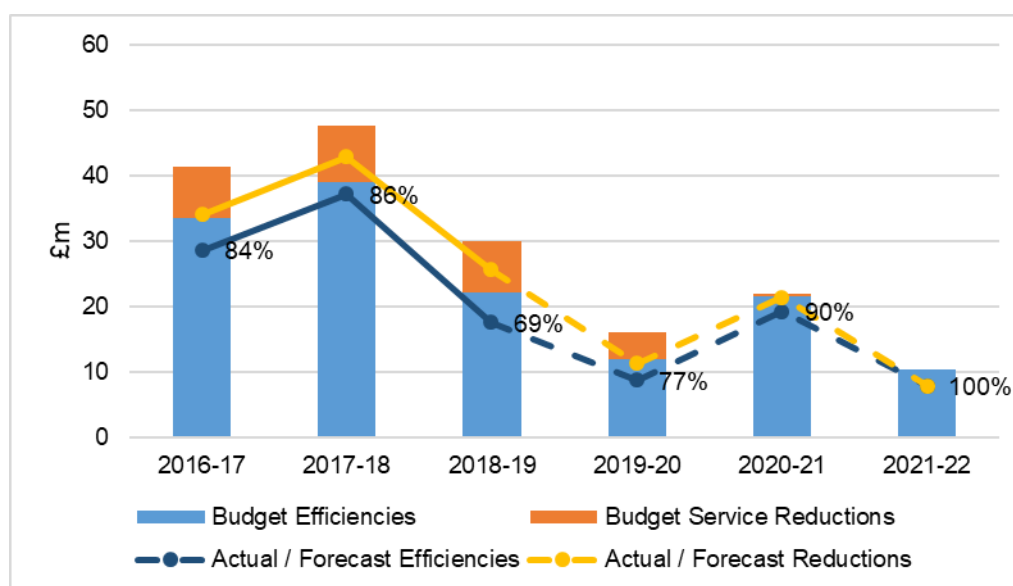
3.3. Planned savings for 2018-19 have been analysed to provide the split between back office savings and those with an impact on front line services as shown in the table below.

**Table 4: Outturn delivery of savings by type**

	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2018-22 Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Efficiency savings and increasing income	-6.445	0.028	-9.223	-7.900	<b>-23.540</b>
Efficiency savings – providing statutory services differently	-11.071	-8.700	-10.000	0.000	<b>-29.771</b>
Reducing service standards and ceasing services	-7.986	-2.535	-2.200	0.000	<b>-12.721</b>
<b>Outturn savings delivery</b>	<b>-25.502</b>	<b>-11.207</b>	<b>-21.423</b>	<b>-7.900</b>	<b>-66.032</b>
(Shortfall) / over delivery	-4.497	-4.950	-0.550	-2.500	<b>-12.497</b>
<b>Total planned savings</b>	<b>-29.999</b>	<b>-16.157</b>	<b>-21.973</b>	<b>-10.400</b>	<b>-78.529</b>

3.4. The graph shows the share of savings delivered from support services compared to the front line, with comparative information since 2015-16. In 2018-19, 74% of savings were budgeted to be achieved through efficiencies, however the outturn position indicates that 69% of savings were ultimately delivered from efficiencies.

**Figure 3: Savings – support services compared to front line**



## 4. Commentary on savings rated RED

4.1. Two savings have been rated as RED in respect of 2018-19, representing a savings shortfall of £0.642m within RED rated projects. Commentary on the RED rated savings is provided below.

### Adults

- Saving ASC008 Promoting Independence – Housing with Care – shortfall **£0.500m**: The department has developed a business case and revenue model as part of the work of its newly formed Older People Housing Board. This paper was presented at the October Adult Social Care Committee meeting. Through work between internal officers, consultants and external partners, such as the district and borough councils, we will develop new units within Norfolk. This will provide older people in Norfolk a more independent alternative to residential care. The variance in savings delivery is the direct result of the time it takes to develop and build these new units.

### Children's

- Saving CHL042 Reduction in legal expenses – shortfall **£0.142m**: There is a shortfall on this saving due to a significant increase in the number of proceedings that have commenced in this financial year compared to 2017-18 and due to the complexity of the case work. However, the service can report that the aims of this saving have been achieved: the management focus on ensuring that legal resource is not used for elements of case preparation that could have been carried out more

efficiently by other teams has been effective, and has resulted in costs being avoided and prevented a further increase in the saving shortfall if this action had not been taken.

## 5. Commentary on savings rated AMBER

5.1. Four savings have been rated as AMBER in respect of 2018-19, representing a savings shortfall of £4.656m within AMBER rated projects. Commentary on the AMBER rated savings is provided below.

### Adults

- Saving ASC006/ASC011/ASC015 Promoting Independence for Younger Adults – shortfall **£2.718m**: The department has a structured programme of work to focus on our service offer for people with a Learning Disability (LD), which is held to account by an LD Steering Group and LD Partnership Board. This underpins the work required to implement the LD Strategy. The variance in savings delivery is the direct result of the time it takes to support and promote a person's independence when they have previously been receiving a different type or level of care services. Many of the people who access our services, may well have been in receipt of these services for a significant period. With people who are currently not receiving adult services, but may be supported by Children's or Education services, we are working with our colleagues in Children's Services to develop a new Preparing for Adult Life service.
- Saving ASC006/ASC011/ASC015 Promoting Independence for Older Adults – shortfall **£0.566m**: The department is reformulating its social work offer, starting with its Community Care teams, by implementing a roll-out of the Living Well: 3 Conversations model of social work. The initial Community Innovation sites have seen promising results in terms of outcomes for people and delaying the need for formal care. The variance in savings delivery is the direct result of the time it takes to fully imbed this model and begin to realise the full benefits of the new ways of working.
- Saving ASC013 Radical review of daycare services – shortfall **£1.235m**: As part of the LD strategy, the department will have a revised Day Services offer for people with a Learning Disability. The focus will be on community participation, targeted support (with a skills and employment focus) and locality hubs for those with complex needs. Five providers are running twelve month pilots to help reshape the offer. The variance in savings delivery is the direct result of the time it takes to evolve these services and support and enable existing people accessing the services. Part of the saving also relates to our contract with Independence Matters. We have

now seen some successes in the joint work that has been worked on over the last six months.

- Saving ASC034 Prevent carer breakdown by better targeted respite – shortfall **£0.137m**: Whilst we continue to review and enhance our support towards Carers, including the development of a Carers' charter, we have presently been unable to recruit to a new key operational carers post that will be the lead in the development of our social care practice. The arrangements for driving forward this area of change are being considered as a result of the recruitment slippage, including a review of the grading for this post by HR Reward. The commissioned support provided by Carers Matters for unpaid carers are working in a preventative model with carers that promotes independence and ensures early support and advice for carers. Workshops with unpaid carers have been held in three sessions across the county as part of the work underway to shape the respite offer for unpaid carers going forward.

## 6. Commentary on overachieved savings

6.1. Three savings have overachieved by £0.801m in 2018-19.

Saving EDT055 Change the construction and demolition waste concession at all recycling centres – overachievement of **£0.220m**: As part of setting the 2018-19 budget for the Recycling Centre service we expected to be able to deliver a £0.280m saving by changing the charges for DIY construction and demolition waste (and potentially more, once in operation and we could fully assess the impact). Year-end information shows the actual reduction to be in the region of £0.500m. This overachieved saving was required to mitigate spending pressures in other areas of CES budgets in 2018-19. Further details about the wider financial position for waste budgets are set out in the Financial Monitoring report elsewhere on the agenda.

Saving ASC007 Promoting Independence - Reablement – overachievement of **£0.250m**: With our push towards prevention, our expansion of home based reablement and our development of new Accommodation Based Reablement is yielding positive results. As a result, both savings targets have been over-achieved in 2018-19.

Saving ASC033 Accommodation based reablement – overachievement of **£0.331m**: With our push towards prevention, our expansion of home based reablement and our development of new Accommodation Based Reablement is yielding positive results. As a result, both savings targets have been over-achieved in 2018-19.



## 7. 2019-20 to 2021-22 savings

7.1. Budget setting in 2018-19 saw the approval of £16.157m savings for 2019-20, £21.973m for 2020-21 and £10.400m savings for 2021-22. The assumptions relating to these and earlier savings have been reviewed as part of the 2019-20 budget process with the result that budget planning work has identified net adjustments totalling **£5.900m for 2019-20, £1.550m for 2020-21 and £2.500m for 2021-22.**

The following savings are therefore subject to changed assumptions and rescheduling, which is reflected in the Budget report approved by County Council.

- Property savings (£1.500m 2019-20, £1.000m 2020-21, £0.500m 2021-22) – **shortfall** in future year Property savings and income targets. A detailed assessment is being undertaken of the obligations and opportunities within current budget plans.
- CHL041 (£1.700m 2019-20) – **delay** to part of the £3.000m saving from redesign of the Early Childhood and Family Services to 2020-21.
- CHL044 (£1.000m 2019-20, £2.000m 2020-21, £2.000m 2021-22) – **consolidation** of Looked After Children savings. Children's Services LAC savings have been reviewed in budget planning for 2019-20, with these LAC savings now to be fully delivered through the Norfolk Futures Safer Children and Resilient Families Programme.
- P&R098 (£0.750m 2019-20) – **delay** of the Norse dividend saving to 2020-21 to reflect the likely timing of dividend income.

7.2. A number of historic Policy and Resources Committee savings which have previously been delivered through one-off measures (totalling £0.950 in 2019-20 and £1.000m in 2020-21) have been reversed as part of the 2019-20 budget process to ensure that future budgets are robust and deliverable.

## 8. Summary

8.1. The outturn savings position for planned savings shows shortfalls of £4.575m in Adult Social Care and £0.142m in Children's Services. This is partially offset by the over delivery of £0.220m in Environment, Development and Transport. Maintaining a strong focus on the delivery of savings will be critical to supporting the achievement of the Council's budget plans for future years.

## Background Papers

Budget Book 2018-19 <https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/budget-book-2018-22.pdf?la=en>

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Norfolk County Council Revenue and Capital Budget 2018-22 (Item 4, County Council 12 February 2018)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/592/Committee/2/SelectedTab/Documents/Default.aspx>

Norfolk County Council Revenue and Capital Budget 2019-20 to 2021-22 (Item 5, County Council, 11 February 2019)

<https://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1450/Committee/2/SelectedTab/Documents/Default.aspx>

## Officer Contact

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## APPENDIX 1

### Planned savings 2018-22 and 2018-19 outturn

Ref	Description	2018-19 £m	2019-20 £m	2020-21 £m	2021-22 £m	2018-19 Outturn £m
COM040/ ASC003	Transport savings including reducing provision and reducing any subsidy paid by the Council	-0.700	-1.000			-0.700
ASC006 /ASC011 /ASC015	Promoting Independence for Younger Adults - Customer Pathway	-5.630	-5.307	-5.000		-3.378
ASC006 /ASC011 /ASC015	Promoting Independence for Older Adults - Customer Pathway	-1.632	-3.393	-5.000		-1.434
ASC006 /ASC011 /ASC015	Promoting Independence for Younger Adults - Customer Pathway - savings required from reversal of one-off funding in 2017-18	-1.164				-0.698
ASC006 /ASC011 /ASC015	Promoting Independence for Older Adults - Customer Pathway - savings required from reversal of one-off funding in 2017-18	-3.033				-2.665
ASC007	Promoting Independence - Reablement	-0.500				-0.750
ASC008	Promoting Independence - Housing with Care	-0.500	-0.500			0.000
ASC009	Promoting Independence - Integrated Community Equipment Service	-0.250				-0.250
ASC013	Radical review of daycare services	-2.500				-1.265
ASC016- 019	Building resilient lives: reshaping our work with people of all ages requiring housing related support to keep them independent	-3.400				-3.400
ASC020	Remodel contracts for support to mental health recovery	-0.275				-0.275
ASC029	Align charging policy to more closely reflect actual disability related expenditure incurred by service users	-0.230				-0.230
ASC032	Review charging policy to align to actual disability related expenses	-0.400				-0.400

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Ref	Description	2018-19 £m	2019-20 £m	2020-21 £m	2021-22 £m	2018-19 Outturn £m
ASC033	Accommodation based reablement	-0.550				-0.881
ASC034	Prevent carer breakdown by better targeted respite	-0.686				-0.549
ASC035	Investment and development of Assistive Technology approaches		-0.300	-0.500	-0.700	0.000
ASC036	Maximising potential through digital solutions	-0.049	-0.951	-2.000	-3.000	-0.049
ASC037	Strengthened contract management function	-0.300	-0.300	-0.200	-0.200	-0.300
ASC038	Procurement of current capacity through NorseCare at market value		-0.600	-1.000		0.000
ASC039	Capitalisation of equipment spend	-2.300				-2.300
ASC040	Reduction in funding for invest to save	-0.191				-0.191
ASC041	One-off underspends in 2017-18 to be used to part fund 2018-19 growth pressures on a one-off basis	-3.000	3.000			-3.000
<b>Adults Total</b>		<b>-27.290</b>	<b>-9.351</b>	<b>-13.700</b>	<b>-3.900</b>	<b>-22.715</b>
CHL013	Update our budget for retirement costs for teachers	-0.100				-0.100
CHL026	Keep all children's centres open and focus their work on supporting the families that need them most	-0.309				-0.309
CHL041	Remodel the children's centre service offer	-2.000	-3.000			-2.000
CHL042	Reduction in legal expenses	-0.142	-0.142			0.000
CHL043	Reduce the reliance on agency social workers through the improved permanent recruitment and retention		-0.200			0.000
CHL044	Reduced Looked After Children's costs through implementation of the Demand Management and Prevention Strategy transformation programme		-1.000	-2.000	-2.000	0.000

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Ref	Description	2018-19 £m	2019-20 £m	2020-21 £m	2021-22 £m	2018-19 Outturn £m
CHL045	Increased income received for Early Years training	-0.090				-0.090
<b>Children's Total</b>		<b>-2.641</b>	<b>-4.342</b>	<b>-2.000</b>	<b>-2.000</b>	<b>-2.499</b>
EDT027	Environment service - Redesign the environment service so that it operates at 75% of current budget and increases use of volunteers and interns	-0.200				-0.200
EDT028	Intelligent transport systems	-0.085				-0.085
EDT032	Waste Strategy - focussed on waste reduction and minimisation				-1.850	0.000
EDT040	Waste – efficiency savings through robust management of costs through open-book accounting	0.030				0.030
EDT045	One off saving - Further capitalisation of highways maintenance activities in 2016-17	1.500				1.500
EDT049	Succession of milder winters justifies a reduction in the winter maintenance budget	-0.400				-0.400
EDT050	Improved management of on-street car parking		-0.150	-0.350		0.000
EDT051	Re-profiling the public transport budget	-0.250				-0.250
EDT054	Reducing spend on non-safety critical highway maintenance	-0.200				-0.200
EDT055	Change the construction and demolition waste concession at all recycling centres	-0.280				-0.500
EDT056	Reduce waste reduction activity	-0.150				-0.150
EDT057	Further roll-out of street lighting LEDs	-0.160	-0.160			-0.160
EDT059	Changing back office processes and efficiency	-0.085				-0.085
EDT060	Capitalisation of activities to release a revenue saving	-1.065				-1.065

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Ref	Description	2018-19 £m	2019-20 £m	2020-21 £m	2021-22 £m	2018-19 Outturn £m
CMM049	Vacancy management and streamlined management arrangements – museums and historic environment	-0.095				-0.095
<b>Environment, Development and Transport Total</b>		<b>-1.440</b>	<b>-0.310</b>	<b>-0.350</b>	<b>-1.850</b>	<b>-1.660</b>
CMM022	Libraries and Information Service - re-model of service and income generation	-0.387	-0.235			-0.387
CMM023	Fire and Rescue Service - sharing headquarters and control room at Police HQ and capitalisation of activities to release a revenue saving	-0.490				-0.490
CMM036	Registration Service income generation - develop business opportunities within the service to generate additional income.	-0.080				-0.080
CMM039	One-off saving through re-setting budgets for leased equipment	0.090				0.090
CMM040	Capitalisation of library books 16-17	1.000				1.000
CMM042	Providing a joined up Library and Children's Centre Services			-0.500		0.000
CMM043	Income generation – Norfolk Museums Service	-0.070		-0.400		-0.070
CMM044	Income generation – Norfolk Records Office	-0.030				-0.030
CMM045	Income generation – Norfolk Community Learning Services			-0.125		0.000
CMM046	Income generation – Library and Information Service		-0.020	-0.111		0.000
CMM047	Registrars Service – external income	-0.120	-0.100	-0.150		-0.120
CMM048	Changing back office processes and efficiency	-0.043				-0.043
CMM049	Vacancy management and streamlined management arrangements – museums and historic environment	-0.025				-0.025
CMM050	Vacancy management – customer services	-0.120	-0.030			-0.120

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Ref	Description	2018-19 £m	2019-20 £m	2020-21 £m	2021-22 £m	2018-19 Outturn £m
CMM051	Norfolk Community Learning Services – remodelling the staff structure, including staffing reduction	-0.150	-0.050			-0.150
CMM052	Capitalisation of activities to release a revenue saving	-0.030				-0.030
CMM053	Reduction in Healthwatch grant	-0.189				-0.189
EDT058	Vacancy management and streamlined management arrangements	-0.159				-0.159
CMM054	Using Public Health Grant funding to support the delivery of Public Health activity throughout the Authority	-1.000		-1.500	-1.500	-1.000
<b>Communities Total</b>		<b>-1.803</b>	<b>-0.435</b>	<b>-2.786</b>	<b>-1.500</b>	<b>-1.803</b>
EDT020	Economic development match funding - Cease providing match funding to Hethel Innovation for European funding bids and seek alternative match funding opportunities.	-0.051				-0.051
P&R027 /P&R058 /P&R060	Property savings 2017-20 Budget	-0.400	-1.000	-0.650	-0.650	-0.400
B&P001	Property – return from property development company – Repton Property Developments Ltd		-0.500	-1.000	-0.500	0.000
B&P002	Property – further centralisation of existing property budgets	-0.400	-0.400	-0.400		-0.400
B&P003	Property – seeking opportunities to reduce fees paid to NPS	-0.100	-0.100			-0.100
B&P004	Property – reducing facilities management costs	-0.075	-0.075			-0.075
B&P005	Economic Development - Closer/joint working with New Anglia Local Enterprise Partnership	-0.025				-0.025
<b>Business and Property Total</b>		<b>-1.051</b>	<b>-2.075</b>	<b>-2.050</b>	<b>-1.150</b>	<b>-1.051</b>
EDT048	Use of Better Broadband Reserves	0.500				0.500

## APPENDIX 1

Ref	Description	2018-19 £m	2019-20 £m	2020-21 £m	2021-22 £m	2018-19 Outturn £m
P&R050/ P&R062/ P&R063/ P&R064	2017-20 budget round savings relating to IMT (Finance and Commercial Services)	-1.226				-1.226
P&R082	Release ICT lease budget no longer required		-0.059			0.000
DIE001	IMT – various savings within IMT including: · Exit from the HPE contract · Restructuring and headcount reduction (management and technical support costs) · Income generation, particularly services for schools		-0.941	-0.700		0.000
<b>Digital Innovation and Efficiency Total</b>		<b>-0.726</b>	<b>-1.000</b>	<b>-0.700</b>	<b>0.000</b>	<b>-0.726</b>
P&R050 /P&R062 /P&R063 /P&R064	2017-20 budget round savings relating to Procurement (FCS)	-0.063				-0.063
P&R051	Raising revenue by an increased ESPO dividend	-0.100				-0.100
P&R052	Cutting costs through efficiencies: work across Teams to deliver reductions in cost and headcount over two years	-0.500				-0.500
P&R066	Second Homes income	-0.722				-0.722
P&R076	Insurance Fund contribution	1.350				1.350
P&R077	Implementation of Minimum Revenue Provision policy	0.136	0.290			0.136
P&R078	Remove use of capital receipts in 17-18 to repay debt	4.000				4.000
P&R081	Remove one-off use of reserves to be identified in June 2017	5.813				5.813
P&R083	Nplaw services - external income	-0.100	-0.100	-0.150		-0.100
P&R084	Internal Audit - income generation	-0.010				-0.010
P&R085	Finance service - income generation	-0.050				-0.050
P&R086	Coroners relocation to County Hall		-0.042	-0.050		0.000



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Ref	Description	2018-19	2019-20	2020-21	2021-22	2018-19 Outturn
		£m	£m	£m	£m	£m
P&R087	Reduce the budget for the Equality and Diversity Team which is spent on supporting community events	-0.025				-0.025
P&R088	Coroners mortuary facilities	-0.025	-0.025			-0.025
P&R090	Finance Exchequer Services savings	-0.300	-0.060			-0.300
P&R091	Procurement - capitalisation	-0.050				-0.050
P&R092	Finance service - vacancy review	-0.100				-0.100
P&R093	Use of general capital receipts in 18-19 to repay debt	-2.000	2.000			-2.000
P&R094	Use of airport deferred capital receipts in 18-19 to repay debt	-0.840	0.840			-0.840
P&R095	Second homes council tax		-0.722			0.000
P&R096	Increased ESPO dividend	-0.200				-0.200
P&R098	Increased NORSE dividend	-0.250	-0.750			-0.250
P&R099	Managing Director's Department savings to be identified including use of one-off reserves in 2018-19	-0.574	-0.075	-0.187		-0.574
P&R100	Second Homes NIF	-0.438				-0.438
<b>Policy and Resources Total</b>		<b>4.952</b>	<b>1.356</b>	<b>-0.387</b>	<b>0.000</b>	<b>4.952</b>
<b>Norfolk County Council Total</b>		<b>-29.999</b>	<b>-16.157</b>	<b>-21.973</b>	<b>-10.400</b>	<b>-25.502</b>