

MTFS Delivery Plans

CHILDREN'S DIRECTORATE

Proposal

The Delivery Plan builds on the work of the Integrated Health and Wellbeing Programme and is centred around deriving benefits from Children, Young People & Family Services.

- Development of Single integrated access to Children's Services
- Remodel Early Help and Targeted Support to minimise escalation of need
- Redesign Fostering offer across the system
- End to end review as part of the creation of the new Children's Directorate to align key functions across the whole
- Care package savings through step down reviews and improved co-ordination

Impact of Proposal:

Resources across the Directorate will be required to support Transformational activities to achieve delivery of required savings; this will have an impact on capacity.

Risk Assessment

Overall plans are presently assessed as Amber. Detailed planning is presently underway and projects are being mobilised. Risks have been identified of sufficient capacity to deliver projects and complexities of integrating services. In mitigation work is being prioritised to focus on key projects and early conversations with system partners are taking place.

2019/20

2020/21

2021/22

£2.175m

£0.930m

ADULTS DIRECTORATE

Strategic Commissioning

Proposal

The Delivery Plan builds on the work of the Integrated Health and Wellbeing Programme and is centred around deriving benefits from Integrated Commissioning and Integrated Delivery.

- Retained Provision Savings through enhanced management action and development of service
- Package of Care Savings
- Savings from Supported Living Contract
- Greater Integration with NEW Devon CCG including further joint posts
- Roll out of Health and Wellbeing Hubs
- Contract Negotiation, including Leisure Management
- Review of client contributions
- Grant maximisation

Impact of Proposal

Further efficiencies will impact on preventative service offers and timeliness of support in some areas across the system.

Risk Assessment

Overall plans are presently assessed as Amber however there is still a need to work up further plans. Detailed planning is presently underway for some projects and are in place to be mobilised. Risks have been identified of sufficient capacity to deliver projects and complexities of integrating organisations. In mitigation work is being prioritised to focus on key projects and early conversations with system partners are taking place.

2019/20	2020/21	2021/22
£4.765m	£1.555m	

Community Connections

Proposal

The Delivery Plan builds on the work of the Integrated Health and Wellbeing Programme and is centred around deriving benefits from working in partnership with the Community and Voluntary sector and other statutory partners.

- Increased efficiencies through new ways of working and system upgrades
- Contracting efficiencies
-

Impact of Proposal

This proposal will have a limited impact on Community Connections.

Risk Assessment

Overall plans are presently assessed as Green. Detailed planning is complete and projects are mobilised. Risks have been identified of sufficient capacity to deliver projects. In mitigation work is being prioritised to focus on key areas.

2019/20	2020/21	2021/22
£0.030m	£0.015m	

OFFICE OF THE DIRECTOR OF PUBLIC HEALTH

Public Protection Service

Proposal

The Delivery Plan builds on the current drive for increasing efficiencies and driving commercialisation. This includes;

- Increases to fees and charges
- Targets to increase the take up of services such as ‘Buy with confidence’ and advice and support to businesses
- Improvements to memorialisation offer leading to increased income

Impact of Proposal

We are not currently proposing to stop or significantly reduce PPS / BS services. On the whole, cost pressures will be absorbed through efficiencies and also through upscaling opportunities to provide additional support and services to people and businesses.

Risk Assessment

Some elements have clear plans and are assessed as Green (fees and charges) and detailed planning is underway for the remainder; the impact of Brexit on resource requirements as well as income generation potential brings considerable uncertainty currently and is therefore assessed as amber.

2019/20	2020/21	2021/22
£0.228m	£0.050m	

DIRECTORATE: Place**Service: Management & Support****Proposal – Additional Efficiencies**Impact of Proposal

This is a corporately given target distributed to all Directorates as an additional efficiencies line. The 2018/19 target was met through a series of one off and recurring savings. Plans are underway to mitigate the step up target in 19/20 through a review of budgets across the service

Risk Assessment

Previous year’s target has been met with a series of one off savings and some recurring savings. The target for 19/20 will need a thorough review of all existing budgets to enable mitigation and ensure the reduction can be met. The £0.126m represents 0.005% against net budget of £25m.

2019/20**2020/21****2021/22**

£126,000

£0

£0**DIRECTORATE: Place****Service: Economic Development****Proposal – Commercial Events**Impact of Proposal

Net nil budgets previously set, upon the expectation that Summer Concert (MTV) costs would equal income, are now revised to a £0.150m profit for 2018/19, and a further £0.050m in 19/20.

Risk Assessment

Additional costs associated with the increased terror threat as a result of the Manchester bombing and driving lorries into crowds of people. Counter terrorism and civil protection measures required to comply with additional security measures.

2019/20**2020/21****2021/22**

£50,000

£0

£0

DIRECTORATE: Place

Service: Economic Development – Land & Property

Proposal – Asset Investment Fund

Impact of Proposal

The Asset Investment Fund has an existing MTFs income target of £1.800m for 2019/20 this includes a step up of £0.200m in 19/20 whilst extremely challenging is potentially deliverable in the event that current pipeline investment opportunities complete and new acquisitions are identified and purchased in the tight timeframe required. Projects enable the use of capital resources to deliver economic and employment growth and regeneration in the city and income generation to the Council (via rental receipts) with potential to also benefit from long term capital appreciation.

Two current proposals are being closely examined; should these materialize then set target should be met. These proposals are subject to commercial confidentiality.

Risk Assessment

Market conditions are uncertain, so the projected income streams from the Asset Investment Fund are not without risks. Risks include limited supply of potential new investment opportunities and slippage in projects currently under negotiation or development. The impact of ‘Brexit’ could also cause interim turmoil within the economy and markets, leading to a fall in investment stock and capital values as well as weakening occupational demand, resulting in falling rents and an increased voids and associated property holding costs.

2019/20	2020/21	2021/22
£200,000	£100,000	£200,000

DIRECTORATE: Place

Service: Strategic Planning & Infrastructure

Proposal – Fees & charges in accordance with Policy

Impact of Proposal

Increase in fees & charges in line with CPI across Building Control

Risk Assessment

That there is an appetite from the public to warrant an increase in all fees & charges.

2019/20	2020/21	2021/22
£3,000	£	£

DIRECTORATE: Place

Service: Management & Support

Proposal – Additional savings target

Impact of Proposal

This is a corporately given target distributed to all Directorates to meet budget gap. Plans are underway to mitigate the target in 19/20 through a review of all budgets across the service

Risk Assessment

All service areas continue to monitor and review all areas of spend. Areas for increased resource efficiency, further capitalisation, greater use of alternative sources of funding, one off will be fully considered and utilised to seek savings required which represent 0.007% of a £25m net budget.

2019/20	2020/21	2021/22
£187,000	£0	£0

DIRECTORATE: Place

Service: Street Services

Proposal – Fleet, Garage & Trade Waste income targets

Impact of Proposal

Savings and/or increased income will be achieved to meet this target. A review of the trade waste service and re-routing of current rounds will create efficiencies and capacity to generate increased income levels.

A review of the Councils Fleet and Plant, including opportunities for more sustainable technology i.e. electric, to ensure an efficient and effective fleet alongside a continuing drive to promote a safe and efficient driver culture. Garage retendering for the provision of goods and services to ensure value for money alongside work to maximise commercial opportunities

Risk Assessment

There could be a risk the target isn't met if income and efficiency opportunities driven by the service are not maximised

2019/20	2020/21	2021/22
£150,000	£0	£0

DIRECTORATE: Place**Service: Parking, Marine & CCTV****Proposal – Car parking income (volume increase)**Impact of Proposal

The car parking income target has been increased by £0.150m to take into account current trend analysis and reflects the increased usage of car parks across the City and more visitors to the City Centre and the increased capacity for car parking. The previous target set in 17/18 was £0.500m which related to a modernisation of the car parking charges.

Risk Assessment

That the continual increase in activity does not carry on into 19/20. Particularly the increased downturn on the high street which might impact on the number of vehicles parking in the City Centre. However a recent car parking survey has provided reassurance Plymouth have capacity for future growth in visitors.

2019/20	2020/21	2021/22
£150,000	£0	£0

CORPORATE & CUSTOMER**Chief Executive Office**Proposal

Operational efficiencies to be delivered across the whole Department. Plans are underway to mitigate the target in 19/20 through a review of all budgets across the service

Impact of Proposal

A service review is being developed to identify further efficiencies.

Risk Assessment

N/A

2019/20	2020/21	2021/22
£0.044	£0.000	£0.000

Smart WorkingProposal

This savings proposal will be met in full by using the surplus gained in 2018/19 following the review of the council's accommodation strategy including the purchase of Ballard House.

Impact of Proposal

Already delivered.

Risk Assessment

N/A

2019/20	2020/21	2021/22
£0.234	£0.000	£0.000

T&C Further Efficiency SavingsProposal

Operational efficiencies to be delivered across the whole Directorate.

Impact of Proposal

A service review is being developed to identify further efficiencies which includes reviewing Business Support processes.

Risk Assessment

N/A

2019/20	2020/21	2021/22

£0.187	£0.000	£0.000
Service Centre		
<u>Proposal</u>		
To be achieved through the consolidation of the back office function within the Council.		
<u>Impact of Proposal</u>		
Review will encompass all transaction based processes across all services and seek to generate efficiency savings by consolidating these processes within the Service Centre or consider transferring service area to Delt following Cabinet decision.		
<u>Risk Assessment</u>		
Internal buy-in and commitment is essential.		
2019/20	2020/21	2021/22
£0.100	£0.000	£0.000
Fees and Charges (T&C)		
<u>Proposal</u>		
As set in the Fees and Charges policy all fees and charges have been increased in line with CPI where applicable.		
<u>Impact of Proposal</u>		
Minimal		
<u>Risk Assessment</u>		
N/A		
2019/20	2020/21	2021/22
£0.002	£0.000	£0.000
Treasury Management Savings		
<u>Proposal</u>		
The Council is reviewing all opportunities to reduce its costs for borrowing by looking at rescheduling of debt and maximising income from within its investment portfolio. This is supported by the Treasury Management Strategy		
<u>Impact of Proposal</u>		
Dependant on market conditions and opportunities to reschedule debt.		
<u>Risk Assessment</u>		

N/A		
2019/20	2020/21	2021/22
£1.522	£0.000	£0.000
Anti-Fraud Partnership and Fraud Detection		
<u>Proposal</u>		
Partnering with Devon Audit Partnership (DAP).		
To work with commercial parties specialising in analysing customer data to detect fraudulent claims for benefits and Council tax i.e. single persons discount.		
<u>Impact of Proposal</u>		
DAP is growing and provides opportunities by transferring the fraud service to enable a more robust commercial approach.		
Increase the amount of resources available to the council in the form of council tax income and reduced fraudulent payments		
<u>Risk Assessment</u>		
N/A		
2019/20	2020/21	2021/22
£0.095	£0.025	£0.000
Additional Savings Target		
<u>Proposal</u>		
Operational efficiencies to be delivered across the whole Directorate.		
<u>Impact of Proposal</u>		
A service review is being developed to identify further efficiencies.		
<u>Risk Assessment</u>		
N/A		
2019/20	2020/21	2021/22
£0.162	£0.000	£0.000
Flexible use of Capital Receipts		

<u>Proposal</u>		
As agreed in previous years, PCC would make use of this scheme by funding the revenue costs of transformation projects from capital receipts.		
<u>Impact of Proposal</u>		
Based on the understanding funds would be found reoccurring from elsewhere.		
<u>Risk Assessment</u>		
Projects funded must be eligible and meet the criteria for capitalisation.		
2019/20	2020/21	2021/22
(£2.000)	£0.000	£0.000
Capitalisation		
<u>Proposal</u>		
Review Directorate expenditure to identify further opportunities for capitalisation of staffing costs against specific capital projects.		
<u>Impact of Proposal</u>		
N/A		
<u>Risk Assessment</u>		
All expenditure must be eligible capital spend in adherence with the CIPFA capital accounting rules. If the spend does not meet the criteria it will be a charge to the revenue budget		
2019/20	2020/21	2021/22
£0.550	£0.000	£0.000