

Medium Term Financial Strategy 2018/19 - 2021/22 - Budget Reductions

Portfolio Holder Name	Service Group	Saving Ref	Lead Officer	Proposal Description	Brief Comment on external service delivery impact (restricted to 1000 characters)	Context/ Mitigation of any adverse impact	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s	2018/19 Potential FTE Reduction	Primary Strategy Category	Risk Review
Rob Middleton	Resources - LGSS	R2 - R10	Paul Simpson	Benefits from a new shared service model based on the LGSS Business Case (non Revenues & Benefits). These benefits have been increased to correctly reflect the Outline Business case.	No impact on service delivery	No impact	-267	-415	-365	-353	0.00	Smarter	Green
Rob Middleton	Resources - LGSS	R11	Paul Simpson	Benefits from a new shared service model based on the LGSS Business Case - Revenue and Benefits. This includes the use of technology to more effectively support customers; shared systems and a shared management team.	Service users will be able to access more services on line (e.g. council tax account) and benefits claimants will be supported to complete initial information online to reduce processing time and to improve customer support.	No impact	-82	-350	-155	-187	0.00	Smarter	Amber
Rob Middleton	Resources	R12	Paul Simpson	Customer Service - to introduce advertising on the Council website generating additional income	No impact on service delivery	No impact	-12	0	0	0	0.00	Different	Green
Rob Middleton	Resources - LGSS	R13	Hazel Lewis	IT - Efficiencies from joint procurement of the Finance & Human Resources system with partners in LGSS, resulting in reduced licencing and support costs. The new system also enables wider shared service benefits.	This will introduce measures such as an online supplier portal which will allow suppliers to manage their own payments; electronic invoicing and remittances and greater interfacing with other systems	No impact	-315	0	0	0	0.00	Smarter	Amber
Rob Middleton	Resources	R14	Paul Simpson	To review the procurement of agency staff, including the option of becoming a partner in a joint venture (OPUS) with Suffolk and Cambridgeshire County Councils. The current agency contract has been extended to August 2018. Savings will be identified as workers are recruited, impacting on those services with an ongoing agency need.	No impact on service delivery	No impact	0	-30	-30	0	0.00	Smarter	Amber
Rob Middleton	Resources	R15	Paul Simpson	Ongoing Pensions - Reduction in the cost of historic pension charges, assigned on the formation of Milton Keynes Council from Buckinghamshire County Council	No impact on service delivery	No impact	-30	-30	-30	0	0.00	Smarter	Green
Rob Middleton	Resources	R16	Steve Richardson	MKC Welfare Discretionary Scheme - The level of annual contribution (£350k) can be reduced to match the current level of demand. In the event that expenditure should increase then there is a sufficient reserve fund (£637k) in place to manage this.	None - funding level maintained through the use of specific reserve	N/A	-100	0	0	0	0.00	Sustainable	Green
Rob Middleton	Resources	R17	Steve Richardson	Release of Housing Benefit Subsidy Provision- the risk profile of subsidy loss is reducing as a result of improved performance of the Benefits Service, the current risk reserve (£1.059m) for subsidy loss for LA Error is considered sufficient to phase out the annual provision over a 3 year period.	N/A	N/A	-200	-100	-235	0	0.00	Sustainable	Green
Rob Middleton	Resources	R18	Steve Richardson	Business Rates Renewable Energy 100% retention - to carry out a review of the Council's business rates base to identify potential growth which has not been captured through standard reporting thereby increasing MKC retained share for eligible properties. There is no impact on the level of rates that business ratepayers will pay as this only impacts on the amount that the Council retains.	N/A	N/A	-20	0	0	0	0.00	Smarter	Amber
Rob Middleton	Resources	R19	Duncan Wilkinson	Corporate Fraud Team - Service focus to generate fraud savings and move towards a full cost recovery model through penalties, legal cost recovery.	TBC	TBC	0	-25	-25	0	-1.00	Smarter	TBC
Rob Middleton	Resources	R25	Paul White	Stationery Contract - Corporate contract being let which has achieved significant savings compared with current unit prices.	N/A	N/A	-59	0	0	0	0.00	Smarter	Green
Rob Middleton	Resources	R26	Kamran Rashid	De-commissioning of Saxon will enable a reduction in post room staff 0.5 fte.	N/A	N/A	-17	0	0	0	-0.50	Smarter	Green
Rob Middleton	Resources	R27	Steve Richardson	PSAA - Reduced External Audit Fees from 2018/19 with new contract - 18% reduction on core fees.	N/A	N/A	-31	0	0	0	0.00	Smarter	Green
Total Resources							-1,133	-950	-840	-540	-1.50		
Nigel Long	Adult Social Care & Health	R29	Victoria Collins	Continuing the planned work of the Learning Disability Review already underway, focus the short breaks service on the needs of people with challenging behaviour and profound and multiple disabilities rather than the current wider offer. This is the second year of a two year savings plan.	There would be change in how breaks are offered for approximately 20-25 people and their families	Engagement with service users and carers has been undertaken in 2015 and work to develop a range of alternative options for example, a Shared Lives scheme, for people to access via Direct Payments for people with less challenging behaviour or less complex need is underway.	-125	0	0	0	0.00	Different	Green
Nigel Long	Adult Social Care & Health	R30	Victoria Collins	Continuing the planned work of the Learning Disability Review already underway, focus the day opportunities service on the needs of people with challenging behaviour and profound and multiple disabilities rather than the current wider offer. One off funding of £100k (approved in the 17/18 MTFP) is being used to allow double running costs of services to reflect that in-house services will contract slower than service users moving to new day opportunities. This is the second year of a two year savings plan.	There would be change in how day opportunities are offered for approximately 50-55 people and their families. The aim of this proposal is to also improve outcomes for individuals and their families by increasing choice and control	Engagement with service users and carers has been undertaken in 2015 and work to develop a range of alternative options for people to access via Direct Payments for people with less challenging behaviour or less complex need is underway.	-100	0	0	0	0.00	Different	Green
Nigel Long	Adult Social Care & Health	R31	Victoria Collins	Development of on-line forms for professional referrals which will result in efficiencies in the Access team through the deletion of one vacant Community Liaison Officer post.	No impact on service delivery	No impact	-26	0	0	0	-1.00	Smarter	Green
Nigel Long	Adult Social Care & Health	R32	Victoria Collins	Review care packages with a night time element and expand the options available, including greater use of equipment, technology and mobile support.	There may be a change in how care is provided to some service users.	Consultation with users.	-100	0	0	0	0.00	Different	Green

Portfolio Holder Name	Service Group	Saving Ref	Lead Officer	Proposal Description	Brief Comment on external service delivery impact (restricted to 1000 characters)	Context/ Mitigation of any adverse impact	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s	2018/19 Potential FTE Reduction	Primary Strategy Category	Risk Review
Nigel Long	Adult Social Care & Health	R33	Victoria Collins	Since implementation of the Care Act 2014, councils have been obliged to offer DPAs (Deferred Payment Agreements) to those who would otherwise have to sell their home to fund residential care. With this transfer of duty, the council was given ongoing base budget funding by government to support the costs the council incurs in setting up DPAs. MKC already had DPAs in place and there has not been a significant increase in the number of agreements, therefore the associated costs in setting up the agreements has been absorbed with the existing staffing establishments and therefore the budget can be released. MKC has covered the cost of setting up DPAs historically from the general fund. Subsequently, MKC was provided with additional funding from government to cover DPA set up costs. Essentially, we were given additional funding for a service we already had covered financially, therefore a saving can be released.	No impact on service delivery	No impact	-256	0	0	0	0.00	Different	Green
Nigel Long	Adult Social Care & Health	R34	Michael Bracey	Through a mutually agreed approach bring forward by one year the ending of a community counselling contract and offer additional one-off flexible transitional funding.			-180	0	0	0	0.00	Different	Amber
Nigel Long	Adult Social Care & Health	R35	Mick Hancock	Release £85k from the budget through final contract prices for a range of smaller adult social care services being lower than budgeted and planned work due to take place in 2018/19 around advocacy services.	No impact on service delivery		-85	0	0	0	0.00	Smarter	Green
Nigel Long	Adult Social Care & Health	R36	Michael Bracey	Efficiencies following the planned integration of our LD employment service into Community Learning MK and greater opportunities to access learner support funding.	Positive through a more joined up approach across sectors.	N/A	-80	0	0	0	TBC	Smarter	Amber
Nigel Long / Zoe Nolan	Adult Social Care & Health	R88	Michael Bracey	Efficiencies and increased income in training and development across the directorate, achieved by; charging for training courses previously delivered for free, ceasing to use external training venues and efficiencies through bringing together the children's and adults training functions by using technology to improve administration (e.g. course bookings).	No impact on service delivery	N/A	-150	0	0	0	TBC	Smarter	Green
Total Adult Social Care							-1,102	0	0	0	-1.00		
Zoe Nolan	Children and Families	R37	Gavin Sandmann	The use of resources across children's centres has improved significantly following the Community and Cultural Services Review (CCSR) and further efficiencies have been identified; including a review of buildings maintenance costs (£24k), tighter controls over supplies expenditure through centralising budgets (£40k) and a reduction in staff costs by deleting vacant posts to realign the staffing structures more evenly across the centres (£50k). The overall cost of the service will be further reduced by £125k through a contribution from the Public Health Grant.	No impact on service delivery	No impact	-239	0	0	0	-1.50	Sustainable	Green
Zoe Nolan	Children and Families	R38	Gavin Sandmann	The lease on the MKC day nursery at Kingston ends in March 2018 and is unlikely to be re-let due to planned development on the site. In this event, closure will release £47k of funding, currently being used to subsidise the shortfall in income above running costs. One off funding to support a phased closure has been requested in the event we can negotiate an extension on the lease in the short term.	There are a significant number (13) of alternative providers operating in the local area (within one mile) where these children could be accommodated. There are currently (November) 17 three and four year olds and 12 (funded) two year olds accessing this provision (which has reduced over recent years) so these children together with any privately funded children would need to find an alternative provision.	A number of the current children will no longer be attending the setting due to their age by the time the setting would close. Other families would need to consider alternative settings, available in the local area.	-47	0	0	0	-10.53	Sustainable	Amber
Zoe Nolan	Children and Families	R39	Gavin Sandmann	The use of resources across the youth faculty has improved significantly following the Community and Cultural Services Review (CCSR) and further efficiencies have been identified, including; a reduction in the use of external venue hire (£30k) and other general supplies and services (£40k) and no longer subcontracting the youth reparation work (£30k).		No impact	-100	0	0	0	-1.00	Sustainable	Green
Zoe Nolan	Children and Families	R40	Gavin Sandmann	Reduction in Education software annual licence costs and annual support now that changes and upgrades have been implemented.	No impact on service delivery	No impact	-35	0	0	0	0.00	Sustainable	Green
Zoe Nolan	Children and Families	R41	Mac Heath	In line with all other areas in Children's Services, removal of the temporary staffing budget in the education psychology team.	No impact on service delivery	N/A	-80	0	0	0	0.00	Sustainable	Green
Zoe Nolan	Children and Families	R42	Mac Heath	Renegotiate the schools speech and language therapy contract in order to achieve efficiencies of £50k against a current contract value of £470k.	No impact on service delivery	N/A	-50	0	0	0	0.00	Smarter	Green
Zoe Nolan	Children and Families	R43	Marie Denny	Introduce new procurement arrangements for home to school travel through a more simplified process where new and smaller providers will be helped and supported to be able to bid for contracts, increasing the number of providers able to offer the service and competition as a result.	No impact on service delivery	N/A	-250	0	0	0	0.00	Smarter	Green
Total Children & Families							-801	0	0	0	-13.03		
Hannah O'Neil	Public Health	R44	Muriel Scott	Reduction in public health expenditure in line with the reduction in the public health grant (2.6% in 2018/19 and 2019/20). This will be achieved through the negotiation of contracts.	No impact on service delivery	N/A	-300	-300	0	0	0.00	Smarter	Green
Total Public Health							-300	-300	0	0	0.00		
TOTAL PEOPLE							-2,203	-300	0	0	-14.03		

Portfolio Holder Name	Service Group	Saving Ref	Lead Officer	Proposal Description	Brief Comment on external service delivery impact (restricted to 1000 characters)	Context/ Mitigation of any adverse impact	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s	2018/19 Potential FTE Reduction	Primary Strategy Category	Risk Review
Nigel Long	Housing & Regeneration	R46, R48 R51	Michael Kelleher	Temporary Accommodation Savings Savings will be made through a combination of: 1. Reducing the number of people placed in temporary accommodation and reducing the length of time they remain in TA once there. 2. Commissioning TA at a lower cost per night than the current rates paid. 3. Securing additional permanent accommodation to discharge duty	Tackling the homelessness problem in MK requires additional capacity and skills. The current staff numbers, structure, processes and skill base is insufficient to deal with the scale of the problem we face. This is putting upward pressure on the use and cost of TA. By increasing capacity and changing the way we work we will prevent more people entering TA in the first place, ensure they stay in TA for shorter lengths of time, drive down the nightly cost of TA and secure additional permanent accommodation through improved asset management and processing of council voids and improved partnership work with landlords and housing associations.	Initial changes were made to our processes in June 2017 through the introduction of the Homelessness Recovery Plan and we have seen a slowdown in the rise of TA as a result. To embed and enhance these changes requires additional resource. The proposed savings are based on an extrapolation of the trend since June taking account of proposed additional capacity and have been informed by expert advisers, benchmarking with other local authorities and robust internal challenge. To fully achieve these savings and give confidence that they are deliverable will require changes to how we operate as well as additional staff resources and new skills. Progress will be monitored through a set of challenging targets that will be monitored by the Service Director, CLT, Scrutiny, Cabinet Member and Cabinet. These changes are necessary to secure the long term sustainability of the service ahead of the introduction of the Homelessness Reduction Act in April 2018.	-2,415	0	0	0	0.00	Smarter	Amber
Nigel Long	Housing & Regeneration	R47	Michael Kelleher	Service redesign post regeneration partner implementation RegenerationMK once operational offers us the ability to specify what type of regeneration service should be delivered in future. Head of Regeneration post costs reallocated, reducing charge to General Fund and increasing cost to the Housing Revenue Account.	No impact on service delivery		-50	0	0	0	0.00	Different	Green
Nigel Long	Housing & Regeneration	R52	Michael Kelleher	Savings and efficiencies in Neighbourhood Employment Team budgets, £45k staffing and £20k supplies and services.	No impact on service delivery		-65	0	0	0	-1.00	Smarter	Green
Total Housing & Regeneration							-2,530	0	0	0	-1.00		
Liz Gifford	Growth, Economy & Culture	R53	Pam Gosal	Museum collections managed more locally in partnership with Bletchley Park and MK Museum	Bletchley Park implementing efficiencies to the store through securing external funding. Heritage Lottery Funds have already been secured to enable this reduction to take place without any loss of performance. Current arrangement with the County Museum. By relocating to MK Museum, agreed efficiency identified. Joint arrangement legal agreement in place until March 2017. Potential savings indicated reliant on successful MK Museum expansion project delivered by 2018 through collections relocating to MK Museum site which will save on storage costs.	All partners have agreed as it is part of a long standing strategy.	-10	0	0	0	0.00	Smarter	Green
Liz Gifford	Growth, Economy & Culture	R54	Pam Gosal	Sharing Libraries Phase II The next stage in achieving efficiencies using technology and working with community organisations and other MKC services	Phase II includes the introduction of other partners into the libraries to start to develop them more into community hubs that include the library service. This would be introduced over 3 years. Library staff are increasingly focusing on activities for the public, including those that generate income. This should be encouraged, with an income generation target included in the 'saving'. By year two Open Xtra will have been trialled at Kingston and the alterations and Bletchley and the new build at Westcroft will be on track for the same facility. The year two and three modelling will take this and the further roll out or other possibilities into account.	Sharing Libraries 2 Delivery Plan to be developed, consulted upon and agreed in 2017/18.	-25	-30	-35	0	0.00	Sustainable	Amber
Liz Gifford	Growth, Economy & Culture	R55	Neil Sainsbury	Removal of the Council's remaining deficit funding as from 1st April 2018 and or the CAT transfer of the remaining community assets funded by the Council	Encourage existing management committees to absorb the loss of council deficit funding or encourage parish and town councils to deficit fund. Some of the assets could ultimately re-enter into the CAT programme or if the funding solutions were not secured the assets may be disposed of to generate a capital receipt for the Council.	1. Greenleys Meeting Place: £15k 2. Haversham community Annex: £1.5k 3. Two Mile Ash community Annex:£5k 4. Bradwell Common Meeting Place: £4k 5. Willen Village Pavilion: £1.5k 6. River Valley Meeting Place: £2.5k 7. Furzton Meeting Place: £5k 8. Millmead Hall: £7k There are a number of other assets that do not receive deficit funding and should these ask for funding from the Council there would be none.	-41	0	0	0	0.00	Sustainable	Amber
Liz Gifford	Growth, Economy & Culture	R115	Neil Sainsbury	Refocussing grant funding to support health and wellbeing activities in community and sports facilities, which links to refocussing funding on physical activity and obesity. This is a new initiative which will be funded at a lower level than the existing grant programme as funding is withdrawn from supporting non-priority activities	Physical activity is a major factor for influencing the physical, mental, social health and wellbeing of the population. The focus for MKC is to develop innovative projects to tackle inactivity in MK. Specifically, a proposal for the new 'Stepping Stone to Get Walking' project. This will deliver a programme for inactive adults over 65yrs, children and young people working cross generationally, to build positive attitudes to sport and activity as the foundations of an active life in line with MKC, DCMS (Department for Culture, Media and Sport), Sport England and Dept Of Health strategies.	Funding is for activity within our centres and this will continue though at a lower level.	0	-32	-32	0	0.00	Different	Green
Total Growth, Economy and Culture							-76	-62	-67	0	0.00		
Martin Gowans	Public Realm	R58	Tom Blackburne-Maze	Programme of replacing street lights on grid roads, industrial estates, footpaths and CMK with LEDs, resulting in energy and maintenance savings	Positive impact, more efficient and reliable lighting, energy saving, greater reliability and CO2 saving	No impact. The revenue budget for Street Lighting energy in 2016/17 is £2.5m.	-44	0	0	0	0.00	Smarter	Green
Liz Gifford	Public Realm	R59	Tom Blackburne-Maze	Continuation of removal of Service Level Agreement (SLA) for Buckinghamshire and Milton Keynes Association of Local Councils (BMKALC). Refocussing arrangement away from operational focus to more supportive strategic focus on delivering objectives.	No direct impact on service but impact upon relationship with Parishes as we refocus on growing capacity within parishes to enhance local services.	Phasing of this change to allow BMKALC to function whilst delivering improved service capacity. Payment reducing from £12k in 2016/17.	-6	0	0	0	0.00	Different	Green
Martin Gowans	Public Realm	R60	Tom Blackburne-Maze	Convert Estate Lighting to LED. Existing estate lighting is provided by older technology. Converting lighting to LED will maintain lighting on estates, offer great control and realise further savings in energy costs	LED lighting will be a positive improvement in housing estates.	This is an improvement in service at reduced cost.	-194	-194	-194	0	0.00	Smarter	Green

Portfolio Holder Name	Service Group	Saving Ref	Lead Officer	Proposal Description	Brief Comment on external service delivery impact (restricted to 1000 characters)	Context/ Mitigation of any adverse impact	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s	2018/19 Potential FTE Reduction	Primary Strategy Category	Risk Review
Martin Gowans	Public Realm	R61	Tom Blackburne-Maze	Review devolved landscape parish payment. The proposal will reduce the payment to parish/town councils to reflect current costs to the Council in other areas maintained by the Council. The savings has been revised up by £10k in 2019/20.	If the Parish or Town Council is unable to deliver the same standards of service, they may choose to reduce their scope or cease which may generate a reduced standard of service to residents. Discussions have commenced with local Councils.	Current payments total £452k pa.	-109	-15	0	0	0.00	Different	Amber
Martin Gowans	Public Realm	R62	Tom Blackburne-Maze	Replacement of illuminated signs to reduce maintenance and energy costs.	Positive impact, energy and maintenance savings	Funding has been set aside in the capital programme for this investment. The revenue budget for Street Lighting energy in 2016/17 is £2.5m.	-25	0	0	0	0.00	Smarter	Green
Martin Gowans	Public Realm	R63	Tom Blackburne-Maze	Conversion of redway lighting to LED	Positive impact, energy and maintenance savings, to be implemented following estate lighting improvements in the most efficient manner	Savings are dependent on award of £2m challenge funding to support MKC investment. Investment totalling £4m, to include match funding of £2m from MKC and £2m challenge funding has been set aside in the capital programme for 2018/19. This programme of works will commence once the estate lighting improvements have been completed (S114). The revenue budget for Street Lighting energy in 2016/17 is £2.5m.	-40	-80	-40	0	0.00	Smarter	Green
Martin Gowans	Public Realm	R64	Tom Blackburne-Maze	Revise response time for non-urgent (category 2) highways repairs based on the adopted risk approach and program the repairs more efficiently. The current annual contract spend (target cost) on routine highway repairs is £667k plus emergencies of circa. £120k. A £100k saving equates to a 15% saving on the basic routine works.	Following the council's capital investment, the condition of the network has improved enabling the review of standard 28 day response times for all non-urgent (category 2) repairs. The inspection and categorisation of defects by highways inspectors does not change.	Within the new Highways Asset Management Strategy. Minimal, possible increase in the current record low claim pay outs to be monitored, possible reputation risk as some minor defects may not be repaired as quickly as previously.	0	-100	0	0	0.00	Smarter	Green
Martin Gowans	Public Realm	R65	Tom Blackburne-Maze	(1) Recover consultancy costs currently being provided by third parties on art works installed on the network. (2) Remove staff "out of hours" service and deliver via Ringway. (3) Capitalising of bridge and structures principle inspection costs as per highways.	(i) Minimal. Consultancy currently provided free of charge to third parties	Minimal	-20	-5	0	0	0.00	Different	Amber
Martin Gowans	Public Realm	R71	Tom Blackburne-Maze	Revise graffiti cleaning criteria. Continue to remove all offensive graffiti within 24 hrs, (25%). All non offensive graffiti, (75%), to be removed on a more efficient planned approach, rather than present reactive. Removes one dedicated Graffiti crew.	Non-offensive graffiti will be more visible as, in many instances, it will not be cleaned off for a longer period of time.	Monitor effects to ensure that the revised criteria does not significantly increase the number of graffiti instances, currently approximately 400 per year.	-50	0	0	0	0.00	Different	Amber
Martin Gowans	Public Realm	R72	Tom Blackburne-Maze	Stop filling grit bins with salt. However, the grit bins will remain in place on the highways network and can be filled by parish councils if required.	Grit bins do not form part of the strategic highways winter service.	Included within the draft Working Locally framework.	-10	0	0	0	0.00	Different	Amber
Martin Gowans	Public Realm	R74	Tom Blackburne-Maze	Waste Strategy Savings - changes to method of distributing additional recycling sacks and removing the waste legal costs budget as agreed through the waste strategy.	Changes as agreed through the waste strategy.	Communications to promote new recycling sack delivery service. If legal services are required to resolve disputes, revise contract conditions or write new contract terms and conditions, additional funding will need to be sought.	-92	0	0	0	0.00	Different	Green
Martin Gowans	Public Realm	R142	Tom Blackburne-Maze	Reprofiling of the highways capital programme to reflect current condition of the highway and level of works required in accordance with asset management principles. The need for a lower capital investment whilst maintaining the same condition standard over the medium term, has enabled annual borrowing costs, funded by revenue contribution, to be reduced.	No impact. The capital programme has been proposed at the required level of investment using asset management principles	no impact	-200	0	0	0	0.00	Smarter	Green
Total Public Realm							-790	-394	-234	0	0.00		
Total Place							-3,396	-456	-301	0	-1.00		
Total Corporate Core							0	0	0	0	0.0		
Rob Middleton	ALL	R77	Paul Simpson	Reduction in annual debt financing costs following the decision to change the minimum revenue provision policy, as approved at October 2015 Cabinet.	No impact on service delivery	Utilising cash balances to reduce borrowing costs	-1,000	0	0	0	0.00	Smarter	Green
Rob Middleton	ALL	R78	Paul Simpson	Re-financing of Local Government Reorganisation debt (S139) - increase in the reduction to the contribution from revenue to finance the repayment of LGR debt from £400k as agreed in February 2017 to £900k per annum.	No impact on service delivery	More efficient payment restructure of historic debt	-900	0	0	0	0.00	Smarter	Green
Rob Middleton	ALL		Paul Simpson	Review of the debt financing budget	No impact on service delivery		-3,000	0	0	0	0.00	Smarter	Green
Rob Middleton	ALL	R143	Paul Simpson	Impact of Prior Year Debt Financing Decisions £697k; Saxon Court debt financing repayment in 2018/19 £196k.	No impact on service delivery		-893	0	0	0	0.00	Smarter	Green
Total Corporate							-5,793	0	0	0	0.00		
GRAND TOTAL							-12,525	-1,706	-1,141	-540	-16.53		

Portfolio Holder Name	Service Group	Saving Ref	Lead Officer	Proposal Description	Brief Comment on external service delivery impact (restricted to 1000 characters)	Context/ Mitigation of any adverse impact	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s	2018/19 Potential FTE Reduction	Primary Strategy Category	Risk Review								
				<table border="1"> <thead> <tr> <th>Strategy Category</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>Sustainable</td> <td>Transforming our services to make them sustainable. Enabling communities, working with partners, and managing demand and growth</td> </tr> <tr> <td>Smarter</td> <td>Being more efficient. Reducing our costs, improving our customer services and more strategic commissioning to deliver better outcomes</td> </tr> <tr> <td>Different</td> <td>Doing things differently. Being more commercial, generating income and reshaping what we do by taking advantage of new opportunities.</td> </tr> </tbody> </table>	Strategy Category	Description	Sustainable	Transforming our services to make them sustainable. Enabling communities, working with partners, and managing demand and growth	Smarter	Being more efficient. Reducing our costs, improving our customer services and more strategic commissioning to deliver better outcomes	Different	Doing things differently. Being more commercial, generating income and reshaping what we do by taking advantage of new opportunities.									
Strategy Category	Description																				
Sustainable	Transforming our services to make them sustainable. Enabling communities, working with partners, and managing demand and growth																				
Smarter	Being more efficient. Reducing our costs, improving our customer services and more strategic commissioning to deliver better outcomes																				
Different	Doing things differently. Being more commercial, generating income and reshaping what we do by taking advantage of new opportunities.																				
											- 9,131	Green									
											- 3,394	Amber									
											-	Red									
											- 12,525	Total									