

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet
Date:	16 April 2018
Title:	Transformation to 2019: Report No. 3
Report From:	Chief Executive

Contact name: John Coughlan

Tel: 01962 846400

Email: john.coughlan@hants.gov.uk

1. Recommendations

1.1 It is recommended that Cabinet:

- a) Notes the changes to the programme content approved by Full Council at its February meeting in relation to the removal of £5.3m of universal savings proposals covering School Crossing Patrols, Community Transport, Bus Subsidies and Household Waste and Recycling Centres – section 2.
- b) Notes, as a consequence of the above, the adjusted £140m Tt2019 programme breakdown and the individual Department targets - section 3 and Appendix 1;
- c) Notes the latest Tt2019 programme risk assessment, including the early securing of £34m of savings - section 5.
- d) Notes that 7 service specific Tt2019 public consultations are planned to take place before the end of 2018 with 4 of these set to happen in the second half of this year - section 5.
- e) Notes the progress and strong contributions being made by the three enabling projects to the programme; Digital, Productivity and Procurement – section 6.
- f) Approves a sum of £500,000 from central contingencies to provide additional support service capacity as required by the programme and to delegate approval for drawing down this funding to the Chief Executive in consultation with the Director of Corporate Resources and the Executive Member for Policy and Resources – section 7.
- g) Notes that programme progress will continue to be monitored closely and that regular updates will be provided to Cabinet throughout 2018 and beyond – section 8.

- h) Agrees to continue to lobby Government in respect of new charging powers aimed specifically at raising income that will be used to protect important universal services into the future e.g. Household Waste Recycling Centres, or to enable other specific savings proposals not to be implemented or for their impact to be mitigated.

2. Executive Summary

- 2.1 This is the third dedicated Transformation to 2019 (Tt2019) report to Cabinet setting out the latest programme position. In November 2017 Full Council approved a set of savings proposals put forward to enable a predicted budget gap of £140m by April 2019 to be closed against a current overall cash limited budget provision (excluding schools) of approaching £767m.
- 2.2 Full Council approval of the savings proposals and the budget envelope for 2019 followed a summer public consultation exercise that provided an opportunity for residents and stakeholders to express their views on how best the County Council should go about the challenge of balancing a forecast £140m future budget gap. Further to the public consultation process and informed by it, Departments took their specific savings proposals to Select Committee meetings and Executive Member Decision Days in September, and in October, Cabinet approved a Medium Term Financial Strategy and Transformation to 2019 Savings Proposals report which included the outcome of the public consultation exercise.
- 2.3 The October Cabinet report referenced clearly the challenges associated with the Tt2019 programme and made clear that delivery would extend beyond two years but that this would be supported financially by cost of change reserves held by Departments with the exception of Children's Services. The report confirmed that due to the scale of the overall challenge and the increased risk to the timely delivery of the savings, CMT would be carrying out a peer review over the early autumn of the higher risk elements of the programme and would advise accordingly on any changes to the financial support requirements for Tt2019.
- 2.4 The peer review exercise was duly completed and as reported in December 2017, it was estimated that further one-off cash flow support would be required to enable the safe delivery of the Adults element of the programme. This brought the overall Tt2019 cash flow requirement to £40m to support the savings programmes in Adults and Children's which, subject to the careful management of some key risks, are forecast to take four years to deliver. The continued strong financial performance in Adults, including delivery in full of its legacy Tt2017 savings ahead of schedule, provide increasing confidence that some of the estimated £40m will not be called upon in the coming years. That said, the on-going challenges in Children's and the relatively early stage of the Tt2019 programme mean it would be unwise to forecast a lower overall call on the estimated cash-flow requirement for the programme at this point in time. Delivery in the other Departments is set to be contained to two years or, where it will stretch

beyond, the individual Departments will manage the later savings achievement through their own cost of change reserves.

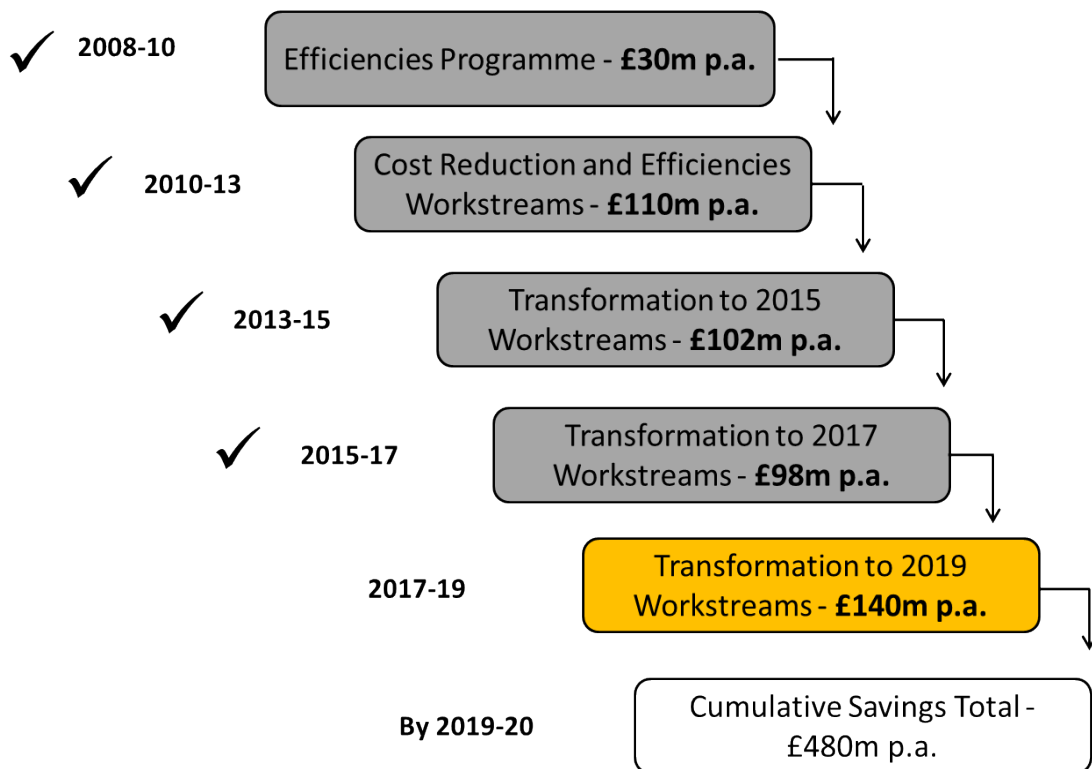
- 2.5 In December 2017 Cabinet were updated on work requested of officers to continue to explore all viable options to revise or refine the October proposals with particular regard to service continuity in areas such as school crossing patrols, community transport, bus subsidies and household waste and recycling centres. These savings options accounted for some £5.3m of the overall programme proposals. The culmination of this work and the development of £2.1m of alternative savings proposals combined with Government allowing local authorities to increase Council Tax by a further 1% (valued at £5.7m of which £3.2m is being used to allow the universal service savings to be withdrawn in full) were reported to Cabinet in early February and paved the way for Full Council to approve changes to the Tt2019 programme at their meeting later in the same month.
- 2.6 The programme focus is now very much orientated to implementation and delivery. Where appropriate, this will include further service specific public consultations where proposals and options for service change will be debated with service users and key stakeholders. Presently, it is envisaged that up to 4 service-specific consultations could be progressed between now and the end of 2018 in addition to those already completed or still live. Early implementation progress has been positive with some £35m of the £140m target secured by the end of February. This includes the full achievement of the £23m of investment and borrowing savings (and a small element of additional council tax income) alongside some early delivery across the different Department programmes.
- 2.7 Resources for the programme are in place and are focused on any number of the more significant programmes of work. This includes deployment of the in-house Transformation team to support Adults and Children's projects as well as specialist I.T input to drive forward the business critical Digital 2 work, which, as previously reported, is a key enabler for Tt2019. Strong progress is also being made with other important enabling projects including 'Enabling Productivity' and 'Strategic Procurement'. These important contributors to Tt2019 are covered in more detail later in this report.
- 2.8 Whilst Departmental resources to support the programme are in place, there are variable impacts on central support services depending on the timing of the different programmes. As part of previous Transformation Programmes, central funding has been provided to help fund additional short term resources as required. This report therefore seeks approval for an allocation of £500,000 that can be drawn down by the Chief Executive in consultation with the Director of Corporate Resources and the Executive Member for Policy and Resources to meet demand pressures as they arise.
- 2.9 In line with previous major cost reduction exercises, Tt2019 progress is being closely monitored and is subject to monthly review by CMT. This ensures that issues, concerns and risks are dynamically responded to and dealt with and also means that benefits realisation and the timely delivery of

savings is consistently in focus, which for this programme, given its later cash flow support demands, is ever more important. Further, it is almost certain that there will be further service demand pressures, particularly in the Social Care Departments into the next decade. This puts an added premium on Tt2019 being delivered in full, and in the most timely manner to put the Council in the best position possible at the commencement of any successor programme.

3. Financial Context

- 3.1 Cabinet has previously noted that each successive programme of 'transformation' in itself is harder than the previous one as the scope for early and easier removal of spending lessens each time. To this end, Tt2019 is set to test the Council like no other programme has to this point.
- 3.2 Throughout the period since 2010 the Council's financial performance has been very strong. This has been evidenced in each and every annual performance report and independently by the external auditor through the annual best value judgement on the Council's financial resilience. The achievement of Tt2017 including the recently confirmed delivery of the Adults programme that was reported to Cabinet in February, mean that some £340m has been removed from budgets since 2010 across the consecutive cost reduction programmes. The achievement of early savings, the careful use of one-off monies and additional recurring provisions to support Social Care demand and complexity have allowed for some targeted re-investment back into services over the same period. This has helped Departments to manage their resources, provide further for one off investment to support the on-going transformation challenge and at the same time maintain and even improve service outcomes and performance.
- 3.3 Whilst performance has been sustained to date, the cumulative impact of numerous savings programmes together with sustained pressure on all Departments, but in particular social care spending, show a different picture beginning to emerge. As we look forward Children's Services are unlikely to remain within their cash limited expenditure position without central financial support and both Children's and Adults are set to exhaust their cost of change reserves in the next two to three years.
- 3.4 The MTFs presented to Cabinet in October 2017 provided the latest overall financial position to 2019/20. The MTFs confirmed that further to the full delivery of Transformation to 2017, the County Council will still be required to achieve an additional £140m of recurring savings by April 2019 from a cash limited overall budget (excluding schools) of some £767m, even after allowing for planned Council Tax rises. The Tt2019 programme will mean a cumulative £480m of cost reduction for the County Council over the past decade per Figure 1 over the page.

Figure 1. Cost Reduction Exercises including the Tt2019 Programme Requirement



4. Tt2019 – Targets and Timeframe

- 4.1 Cabinet approved the overall programme target of £140m and the breakdown of the programme, including Department targets when considering the medium term financial strategy report of the Director of Corporate Resources in June 2016.
- 4.2 It was agreed that £120m of the overall programme should be met by Departments, equating to a further cash limit reduction of some 19% against an overall Department budget provision approaching £767m. The cumulative Tt2019 challenge for the Departments being one third again, the size of what was asked of them for Tt2017. Per the approval of Full Council to remove savings proposals in respect of universal services, the £120m reduction has subsequently been reduced to £117m.
- 4.3 The remaining £23m will be secured from increased investment and council tax income and reduced borrowing costs. In the main this will result from a revision to the accounting practice in respect of the minimum revenue provisions (MRP) for depreciation, but this will also cover management of debt and reserves and also includes part of the extra 1% increase for Council Tax in 2018/19. Positively, these savings have been delivered in full this financial year providing a very solid start to the programme overall. The programme breakdown and individual Department targets, updated to take

account of the recent changes approved by Full Council are shown in Appendix 1.

- 4.4 At their June 2016 meeting, Cabinet also approved the headline programme timetable including an earlier budget setting process that commenced in early Autumn 2017. This has allowed the maximum possible time to plan, work on and implement the range of service changes required to enable the programme to be delivered. As outlined in paragraph 2.4, it is predicted that the entire programme will take up to four years for it to be delivered safely and with minimum disruption and impact to service users and communities.

5. Tt2019 Programme Overview and Early Progress

- 5.1 Departments continue to work hard to ensure that their various projects and overall programmes are robustly planned and resourced in order to provide the right conditions for the continued transformation of services and realisation of savings. This work has included a full risk assessment for each project that builds on what has been done previously but has been added to in order to appropriately reflect the greater scale and complexity of the Tt2019 programme.
- 5.2 Further, CMT completed in early November (paragraph 2.4) a peer review of the higher risk projects and scrutinised the savings delivery profiles for each Department so that the corporate cash flow requirements for the programme overall could be updated and planned for. The latest programme (risk apportionment) position is summarised in the table below and briefly described in the following paragraphs.

Blue	£ 35m
Green	£ 28m
Amber	£ 39m
Red	£ 38m
Total	£140m

- 5.3 Unsurprisingly for this (still) early stage of what is a very challenging programme, a significant proportion (55%) of the overall savings to be achieved sits in the Amber and Red classifications. Given the complexity of any number of the savings areas, the reported position is not an unexpected one. Just under £63m of the cumulative Red and Amber totals relate to Adults and Children's. This equates to nearly three quarters (73%) of their combined programmes. Proportionately, the challenges for ETE, despite the recently approved programme changes, remain almost as challenging with some £11m classified as Amber or Red against an adjusted overall savings requirement of £16m. This represents 69% of the total ETE programme.
- 5.4 The risks for each of the aforementioned Departments are well rehearsed but numerous. The two Social Care Departments continue to experience growth in demand. Transforming these key front line services is notoriously difficult and requires extra time for the changes to be safely implemented without significant disruption to service users and their families. For Adults the demand challenges is in different forms including higher numbers of

younger adults with complex care needs, an increasing amount of people experiencing mental health problems and an aging population that is set to result in a large increase in the 85 year plus population over the next 5 years where frailty and multiple long term conditions are most prevalent. The 85-89 age group is set to rise by 14% or 4,100 people with a bigger rise expected at age 90 and above equating to 4,600 people (a 26% increase). An added dimension of complexity, impacting on social isolation levels and a service delivery perspective, is the sheer scale and rurality of a County such as Hampshire which is the third largest in the Country and has an urban/rural split in the order 20:80. Alongside the demand and service challenges, the Department spent most of February and March preparing for and then being reviewed by CQC as part of a whole system inspection focussed on hospital discharge performance.

- 5.5 For Children's, corporate financial support has already been factored in, both in-year and continuing into 2018/19 to accommodate existing cost pressures in terms of Home to School Transport and Children Looked After. However further work is currently being undertaken to better understand the current rate of increase in Children Looked After and the higher unit costs being experienced in 2017/18. The overall rate of increase in CLA numbers is running at 8% per annum compared to the 5% allowed for in the budget, but worryingly many of these placements are at the more expensive end of provision and price increase over 2016/17 levels are over 15% in some areas. It is inevitable that additional corporate support in future years will be needed and this will be addressed in the update of the MTFS in the summer. For Home to School Transport, an eight week public consultation exercise finished in March around proposed service changes, the results of which are currently being reviewed. Containing and then reducing demand and thus cost in these two key areas will be especially difficult and whilst work programmes have been robustly planned a number of risks will need to be relentlessly managed. These include attracting and maintaining higher number of Social Workers with an overall resource increase of 120 being targeted over the next 2-3 years. Nationally, there is growing recognition that Children's Services are facing financial difficulties that now go beyond the very challenging environment in which Adult Services have been and are operating in. Safely removing £30m from the service, even over an extended four year programme period is going to be especially difficult.
- 5.6 Alongside demand challenges, the Department will also need to manage or work with partners through a range of other key risks including Continuing Health Care funding with the NHS, the increasing budget challenges being faced by Schools', the transition to a new I.T Care Management system and Ofsted inspections in the New Year that will cover both Hampshire and the Isle of Wight. For Children with Disabilities, any final changes to service provision are subject to a planned 2018 service specific public consultation, Member scrutiny and an Executive Member decision.
- 5.7 For ETE, the recent Tt2019 programme changes approved by Cabinet and Full Council in February have seen the removal of some £5.3m of savings proposals relating to universal services including school crossing patrols,

community transport, bus subsidies and household waste recycling centres. After allowing for some substitute proposals, the Department is now working to a revised programme target of £15.8m and within this has some £11m currently classified as Amber or Red. Proposed changes to Street Lighting operations and to some specific bus subsidy areas are set to be consulted on over the second half of this year. Proposed waste related savings will require capital investment, operational changes and improved levels of recyclables via the collection authority arrangements for the financial benefits to be secured.

- 5.8 The risks and issues associated with CCBS and Corporate Services are less significant from a direct service perspective although there are a range of challenges to overcome and work through including timing. Introducing greater levels of self-service, implementing further digital technology initiatives and reducing (and at the same time modernising) the corporate office estate will all combine to improve the Council's overall efficiency and reduce its business operating costs. The different projects themselves will not be straightforward to deliver, especially at a time when so much other service change is also happening. Positively, the on-boarding of three London Boroughs to the high performing shared service arrangements that the Council has successfully implemented and built upon over the past 5 years has begun, with the signing of legal agreements in early January. This expansion, which is in line with a deliberate strategy to grow the shared services platform in a carefully managed way, will bring further resilience to our shared Corporate Services arrangements with partners and welcome recurring income to the Council.
- 5.9 Pleasingly, the Blue and Green classifications already account for a healthy £63m, or 45% of the overall programme requirement. The £35m that is Blue (secured) includes the full £23m of the investment and borrowing component being secured with the remainder covering the early delivery of some smaller projects in each of the different Departments. The Green £28m figure includes the inclusion of the previously announced £18.9m additional 'Better Care Fund' to support Adult Social Care from the beginning of 2019/2020. Over the coming months, progress will continue to be closely monitored alongside further preparation for planned 2018 service specific consultations. This work includes a completed cumulative impact assessment that has considered the savings proposals from a geographical and protected characteristics perspective based on the detail of the changes that is known to date. The exercise will be repeated again later in the year by which time there will be improved clarity regarding certain of the proposals. In total, 7 separate Tt2019 service specific consultations have been planned with two completed (Older Persons Day Services and Home to School Transport), one in train (Short Breaks Activities for Children with Disabilities) and a further four due to happen in the second half of this year including; Street Lighting, Bus Subsidies, Social Inclusion Grants/Contracts and Learning Disabilities Respite Care Services. The 7 service specific consultations account for savings proposals of just over £9m of the overall £140m programme value.

6. Tt2019 Enabling Projects

- 6.1 Key to the success of previous cost reduction programmes, and Tt2019 will be no different, is the contribution that is made from cross cutting enabling projects. The Council's achievements in terms of introducing and exploiting Digital technology is well trailed and the previous Tt2017 programme significantly benefited from the multi-layered, multi-faceted Digital programme that ran alongside it and has resulted in the Council, its staff and residents working from and accessing modern business platforms.
- 6.2 Three cross-cutting enabling projects are, and will continue to make a telling contribution to the success of Tt2019. These include a successor (and bigger) Digital programme of work known as Digital 2, an 'Enabling Productivity' project which is focused on creating the optimum conditions for all staff, managers and front line, to improve individual productivity levels and lastly a Council wide Strategic Procurement programme of work that is set to enable Departments to maintain and/or improve service outcomes whilst reducing the overall external spend which currently exceeds £600m.
- 6.3 As the Tt2019 programme develops, Cabinet and Council Members will be updated on the progress and achievements of the individual work programmes in these different areas. All three have the propensity to significantly contribute to the successful delivery of Tt2019 and together will ensure the Council's modernisation agenda towards high class, efficient back office functions and high quality, customer-orientated front line services continues successfully and at pace.
- 6.4 In the past quarter, strong progress has been made within the Digital 2 programme in terms of Robotics Processing Automation (RPA). All Departments have been engaged in looking at business processes that can benefit in whole, or in part, from RPA and a number of different projects are set to be taken forward that will deliver greater efficiency and a reduced staffing requirement for some of the Council's more repetitive administrative tasks. In the Enabling Productivity programme, purchase orders have been signed for the deployment of just under 6,000 mobile devices that will be rolled-out to staff during 2018. An early device deployment to Social workers and associated staff in Children's Services has already delivered a number of business benefits and improved outcomes and user experiences for clients. The learnings from this deployment are being captured and will be used to inform other roll-outs to front line staff in other parts of the Council. In both of the above examples, a slicker, more commercial approach to procurement has been an important enabler in the progress that has been made.

7 Programme Resources

- 7.1 The County Council has successfully implemented a savings strategy that seeks to make savings early and then use the spare resources that are generated to fund the next phases of transformation activity. Departmental cost of change reserves have been built up over time and are used to both

implement savings and fund any slippage in the programme where there are recognised delays in implementing savings proposals.

- 7.2 In previous Transformation Programmes an assessment has also been made about the potential impact of the Programme on the demand for central support services such as Property, Procurement, HR and Communications and Marketing. However, it is often more difficult to assess this impact across the whole programme and to easily identify when pinch points might occur and when additional resources need to be built in.
- 7.3 In line with previous Programmes therefore, this report requests that a sum of £500,000 be earmarked from central contingencies to provide extra short term capacity within central support services as and when demand pressures arise that cannot be managed within existing resources. In order to provide maximum flexibility and speed of access, it is also recommended that delegated authority be given to the Chief Executive in consultation with the Director of Corporate Resources and the Executive Member for Policy and Resources to draw down this funding as required.

8 Conclusion

- 8.1 Despite impressively strong and consistent financial performance over many years, further to last year's finance settlement for Local Government, the County Council is facing a forecast budget gap of some £140m by 2019/20 that requires closing. This is after safely removing £340m of savings over the past seven years and within that, delivering in full on the latest Tt2017 programme.
- 8.2 Following a public consultation exercise that sought views from the public and key stakeholders on a range of different options for closing the budget gap, Full Council approved a full set of savings proposals in November 2017 further to Select Committees and Executive Members consideration in September and a consolidated report to Cabinet in October.
- 8.3 Notwithstanding the decisions made, the savings proposals, as developed, did contain a number of specific challenging service changes particularly in terms of universal services covering School Crossing Patrols, Community Transport, Bus Subsidies and Household Waste Recycling Centres. To this end, at their October meeting, Cabinet requested officers to continue to explore all viable options to revise or refine these proposals wherever possible.
- 8.4 In December 2017 Cabinet were updated on this work, the culmination of which has subsequently resulted in the development of £2.1m of alternative savings proposals. Taken together with Government allowing local authorities to increase Council Tax by a further 1% (valued at £5.7m of which £3.2m is being used to withdraw savings) February Cabinet agreed to recommend to Full Council the removal of £5.3m of universal savings in respect of the service areas referred to in paragraph 8.3, recommending

also that Full Council agree to raise Council Tax in 2018/19 by the extra 1%. Full Council duly approved the Cabinet recommendations at their February meeting.

- 8.5 Alongside the formal budget setting stages, Departments have been working hard to ensure robust plans are in place for each of their Tt2019 projects and that the right capacity and capability is aligned to the different transformation activity so that the associated savings can be delivered in a timely manner. This work has included a detailed risk assessment exercise and a review of the savings profile by project (and overall) to ensure that the corporate cash flow support requirements to support later delivery are clear and able to be planned for. As reported previously, the estimated cash-flow support requirement for the programme is £40m.
- 8.6 The continued strong financial performance in Adults, including delivery in full of its legacy Tt2017 savings ahead of schedule, provide increasing confidence that some of the estimated £40m will not be called upon in the coming years. That said, the on-going challenges in Children's and the relatively early stage of the Tt2019 programme mean it would be unwise to forecast a lower overall call on the estimated cash-flow requirement at this point in time.
- 8.7 Tt2019 progress is being closely monitored and is subject to monthly review by CMT. This ensures that issues, concerns and risks are dynamically responded to and dealt with and also means that benefits realisation and the timely delivery of savings is consistently in focus, which for this programme, given its cash-flow support demands, is ever more important. Further, it is almost certain that there will be further service demand pressures, particularly in the Social Care Departments into the next decade. This puts an added premium on Tt2019 being delivered in full and in the most timely manner to put the Council in the best position possible at the commencement of any successor programme.
- 8.8 Early programme progress has been encouraging with £35m of savings already secured to the end of January. £23m of this figure relates to the full achievement of investment and borrowing savings, together with an element of increased council tax income. The remainder flows from some early delivery in each of the different Departments. Pleasingly, the three Tt2019 enabling programmes; Digital 2, Enabling Productivity and Strategic Procurement are all progressing well and the contributions from these will continue to evolve and be more influential as the programme develops. CMT are monitoring the programme on a monthly basis and progress reports will be presented regularly to Cabinet throughout 2018 and beyond.

CORPORATE OR LEGAL INFORMATION:**Links to the Corporate Strategy**

Hampshire safer and more secure for all:	No
Corporate Improvement plan link number (if appropriate):	
Maximising well-being:	No
Corporate Improvement plan link number (if appropriate):	
Enhancing our quality of place:	No
Corporate Improvement plan link number (if appropriate):	

Other Significant Links

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
Transformation to 2019 – Report No. 1	27 October 2014
Medium Term Financial Strategy Update and Transformation to 2019 Proposals	16 October 2017
Budget Setting and Provisional Cash Limits 2018/19	11 December 2017
Transformation to 2019 – Report No 2	11 December 2017
Revenue Budget and Precepts 2018/19	5 February 2018
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>
Section 100 D - Local Government Act 1972 - background documents	
<p>The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)</p>	
<u>Document</u>	<u>Location</u>
None	

IMPACT ASSESSMENTS:

1. Equality Duty

1.1. The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- a) The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;
- b) Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;
- c) Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity which participation by such persons is disproportionately low.

1.2. Equalities Impact Assessment:

It is to be expected that each theme/workstream will have an impact on staff and communities. To ensure that the Council meets its statutory equality duties, each theme/workstream will be asked to consider potential differential impacts on people and communities. Detailed Equality Impact Assessments will be carried out on the implementation plans as appropriate.

2. Impact on Crime and Disorder:

2.1.

3. Climate Change:

3.1. How does what is being proposed impact on our carbon footprint / energy consumption?

- a) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts

Appendix 1

T19 – Latest Programme Financial Targets Updated to Reflect Changes Recently Approved (Feb 2018) By Cabinet and Full Council

Table 1 - Programme Financial Targets

Department	£m's
Adults	55.9
Children's	30.1
ETE	15.8
CCBS	6.3
Corporate Services	7.9
P&R Other	0.8
Programme Sub Total	116.8
Investment and Borrowing	23.2
T19 Overall Programme Total	140.0