

## Appendix A

Department	Description	Type	Timescale	Impact	Mitigation	2020/21 (£)
<b>Corporate /Cross-cutting</b>						
All	Agency Staff – Monthly spend is ~£2m. High proportion of spend is on social workers. Implement top-down approach to use of agency staff and bring forward proposal to give immediate notice where not exempted. Freeze all further agency recruitment until end of financial year.	Temporary reduction	Nov/Dec	Impact in all areas	Agree exceptions for some job types (e.g. social worker). Local triage through covering of roles by permanent staff or stopping activity	£0.5m
All	Introduce general voluntary redundancy opportunity based on existing VR scheme. Allow “bumping” of redundancies. Promote reduced hours and flexible retirement schemes. Capitalise redundancy costs.	Permanent reduction	TBC	Impact most areas	Manage locally by reallocating work or stopping activity	TBC
Adults, Place, Resources	Transformation Spend – review of all allocated transformation fund related activity and terminate activity where possible. Some activity already stopped.	Permanent reduction	TBC	Activity will be stopped		TBC
All	Stop all overtime.	Cost avoidance - assume overtime not in forecast	Immediate	Activity will be stopped	Redistribute / reorganise workload	TBC
All	Freeze on non-essential spend - additional controls on procurement and ordering of services. Procurement pipeline to be controlled. Additional layer of controls on PO authorisation. Withdraw purchase cards.	Temporary reduction - assume already in forecast	Immediate	Contract activity will be stopped or reduced		TBC
All	Continue recruitment freeze - this is already in place but strengthen process to reduce exceptions and compliance	Temporary reduction - assume already in forecast	Immediate		Cover vacancies by redistributing / reorganising workload	TBC
All	Subjective analysis of spending – follow up to spending freeze work - identify budgets where spending is to be completely frozen and issue further instructions to budget managers, with weekly compliance monitoring by spending panel and intervention where required	Work in progress - assume already in forecast	Immediate	Cost avoidance		TBC
All	Blanket review of PO's over 6 months old	Work in progress	Immediate	Will assist with spending control by preventing spending against orders issued in previous financial years		TBC
All	Review of 2019/20 accruals	Work in progress	Immediate	To identify accruals where spend is no longer required. Will potentially result in reduction in forecast		TBC
All	Review of balance sheet credits – e.g. credit balances on council tax, business rates, debtors	Work in progress, initial indications are sums are not substantial	Immediate	Unclaimed credit balances over a certain age can be taken as a one off saving.		TBC
<b>Place - Temporary Measures</b>						
Place	Temporarily reduce highways maintenance to minimum safe level until end of financial year / spending restrictions lifted.	Temporary reduction	Immediate	Increased risk of claim Moving into the winter period and ability to react to weather conditions Contract issues	Maintain minimum safe level	£500k (capital)