Staff Costs	2019/20	2020/21	2021/24	Total
	£000	£000	£000	£000
Staff Costs	3,047	5,697	8,301	17,045

Other Programme Costs	2019/20	2020/21	2021/24	Total
	£000	£000	£000	£000
Resource - backfill	133	553		686
Legal advice		400		400
Restructuring costs			7,900	7,900
Shadow statutory appointments		832		832
Shadow member appointments		60		60
Recruitment to senior appointments		160		160
Branding & signage		500		500
National pay and conditions		250	500	750
Programme delivery contingency		2,193		2,193
LGR pre submission costs (May-Aug 2018)	148			148
LGR pre submission costs (Sept 18 - Aug 19)	1,109			1,109
Total other Programme Costs	1,390	4,948	8,400	14,738

Business Rates Retention		Investment			
	2019/20	2020/21	2021/24	Total	
	£000	£000	£000	£000	
BRR04 - CFN Imporving Fostering	16	120	334	470	
BRR06 - CFN Practice Improvement	482	185	128	795	
BRR08 - Adults Review Task Force Team	388	12	0	400	
BRR09 - Adults Review of Target Operating Model	400		0	400	
BRR10 - Strategic Infrastructure - Growth and Infrastructure Plan	27	223	0	250	
BRR18 - Customer Constact - Customer and Digital Strategy	0	1,900	3,750	5,650	
BRR20 - Shared Service Redesign	43	4,057	0	4,100	
BRR21 - Corporate Contracts Review	0	250	0	250	
BRR26 - CFN Workforce Programme	539	196	0	735	
BRR45 - Adults Overnight Carers Scheme	350	0	0	350	
BRR46 - Adults Rapid Response Team	291	859	450	1,600	
Unallocated funds	0	0	0	0	
Total Business Rates	2,536	7,802	4,662	15,000	

NCC Transformation		Investment (includes expenditure funded by FUCR			
		2019/20	2020/21	2021/24	Total
		£000	£000	£000	£000
Adults		1,204	4,250	0	5,454
Childrens		92	0	0	92
Corporate Services		977	0	0	977
Place		0	0	0	0
LGSS		0	0	0	0
					0
Total NCC Transformation		2,273	4,250	0	6,523

Total

9,246

22,697

21,363

	Savings			
2019/20	2020/21	2021/24	Total	
£000	£000	£000	£000	
0	281	2,019	2,300	
0	294	2,106	2,400	
1,000	0	0	1,000	
0	815	13,185	14,000	
0	0	60	60	
0	0	3,000	3,000	
0	0	2,500	2,500	
0	0	500	500	
0	138	1,262	1,400	
626	0	0	626	
0	718	8,115	8,833	
0	0	0	0	
1,626	2,246	32,747	36,619	

Savings				
2019/20	2020/21	2021/24	Total	
£000	£000	£000	£000	
22,975	7,130	-3,713	26,392	
4,086	1,636	2,730	8,452	
3,740	258	500	4,498	
2,480	2,241	2,796	7,517	
0	970	0	970	
			0	
33,281	12,235	2,313	47,829	

34,907 **14,481** 35,060

53,306

ear End Outturn	Variance
Projection	Under/(Over)
2020/21	2020/21
£000	£000
5,697	0
553	0

553	0
400	0
0	0
832	0
60	0
160	0
500	0
250	0
2,193	0
0	0
0	0
4,948	0
	·

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Year End Outturn		Under/(Over)
Projection		delivery
2020/21		2020/21
£000		£000
271		10
159		135
0		
1,085		-270
0		
0		
0		
0		
0		138
0		
0		718
0		
1,515		731

ear End Outturn		Under/(Over)
Projection		delivery
2020/21		2020/21
£000		£000
6,251		879
905		731
1,158		-900
3,566		-1,325
970		0
12,850		-615
	•	

115

14,365

84,448 Total