	Revised Full Amount Estimated (Dec 2019)	Revised spending plan for 2019/20 (Dec 2019)	Actual spend in 2019/20	Variation to revised spending plan 2019/20	Revised spending plan for 2020/21 (Dec 2019)	Revised spending plan for 2021/22 (Dec 2019)
	£000	£000	£000	£000	£000	£000
Temporary investment in targeted improvement Senior Improvement Leads Programme Management and support	1,160 1,500	444 611	446 571	2 - 40	580 797	136 92
Practice Improvement/Behaviour Change Programme Leadership Development Programme	3,600 500	484 -	571 -	87 -	3,016 500	100 -
Specific Project Consultancy Communications Lead Complaints Officer	1,000 55 75	73 41 22	31 - 22	- 42 - 41	802 14 36	125 - 17
Neglect Strategy work Casework Audits	64	64	78 -	14		- -
Improvement Leads	194 <b>8,148</b>	194 <b>1,933</b>	196 <b>1,915</b>	- 18	5,745	- 470
Temporary additional capacity (service & corporate); retention offer						
Retention Payments Additional Service Posts	2,150 611	2,150 422	2,152 479	2 57	- 189	- -
HR Support Commissioning Support Additional Corporate Posts	188 106 248	188 60 182	140 94 161	- 48 34 - 21	- 46 66	- - -
Admin/Business Support for Social Work Teams Leadership Team redesign	150 386	- 258	- 157	- 101	120 128	30 -
	3,839	3,260	3,183	- 77	549	30
Contingency	579	-	-	-	579	-
Temporary funding requirement	12,567	5,193	5,098	- 95	6,873	500
Permanent increase in base budget Cover for ASYE lower caseloads Review of Social Work Remuneration/Retention	1,000	1,040	1,220	180	1,000	1,000
Contingency Admin/Business Support for Social Work Teams	2,000 700	- 41	30	- - 11	2,000 700	2,000 700
Backfill for Social Work Apprentices Workforce Retention Initiatives (staff parking; pool	600	-	-	-	30	30
cars etc) Additional Service Posts	350 337	14 193	23 215	9 22	350 309	350 309
Leadership Team redesign Additional Corporate Posts	151 -	204	204	-	204 32	204 32
	5,138	1,492	1,692	200	4,625	4,625
Contingency	-	-	-	-	513	513
Permanent funding requirement	5,138	1,492	1,692	200	5,138	5,138
Yet to be estimated Permanent						
Further Organisational Changes						
Temporary  Additional Staff Training  IT Equipment						
IT Systems Improvements Working Environment Improvements						
Totals	17,705	6,685	6,790	105	12,011	5,638
Available funding	]	7,185	7,185		12,011	5,138
Additional funding required	1	- 500	- 395		_	500

From the original £7.185m of reserve funding for 2019/20, only £6.790m was required. The remaining £0.395m in the Children First Reserve has been returned to the Contingency Budget to assist the corporate overspending position.