

APPENDIX C

References

2021/22	2022/23	2023/24	2024/25
£000	£000	£000	£000

GROWTH**CHILDREN & FAMILY SERVICES****Demand & cost increases**

**	G1	Demographic growth- Social Care Placements	6,300	9,600	13,400	17,200
**	G2	Front-line social care staff - increased caseloads	3,030	3,685	4,520	4,935
**	G3	Social Care market premia to support recruitment	20	40	60	80
**	G4	Unaccompanied Asylum Seekers - additional demand	50	100	150	200
	G5	Continuation of School Place Planning team following funding reduction	240	240	240	240
	G6	Increased requirement for legal costs	400	400	400	400
		TOTAL	10,040	14,065	18,770	23,055

ADULTS & COMMUNITIES**Demand & cost increases**

**	G7	Older people - new entrants and increasing needs in community based services and residential admissions	2,070	3,810	5,770	8,010
**	G8	Learning Disabilities - new entrants including children transitions and people with complex needs	500	1,075	1,585	2,250
**	G9	Mental Health - new entrants in community based services and residential admissions	350	720	1,110	1,505
**	G10	Physical Disabilities - new entrants in community based services	280	510	630	810
		Other increases				
	G11	Market Premia - to recruit and retain key social workers	270	270	270	270
		TOTAL	3,470	6,385	9,365	12,845

PUBLIC HEALTH**Demand & cost increases**

*	G12	Integrated Sexual Health Service - increased testing	20	20	20	20
		TOTAL	20	20	20	20

ENVIRONMENT & TRANSPORT**Highways & Transport****Demand & cost increases**

		Special Educational Needs transport - increased client numbers/costs				
**	G13		2,000	3,200	5,000	7,300
*	G14	Developing external funding bids (temporary growth removed)	-200	-200	-200	-200
*	G15	Highways Maintenance - other initiatives (temporary growth removed)	-3,700	-3,700	-3,700	-3,700
		Total	-1,900	-700	1,100	3,400

Environment & Waste**Demand & cost increases**

**	G16	Waste tonnage increases	1,100	1,000	1,000	1,000
**	G17	Contribution to Regional Waste Project (temporary growth removed)	0	0	-50	-50
		Total	1,100	1,000	950	950

TOTAL E&T

-800	300	2,050	4,350
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CHIEF EXECUTIVES**Demand & cost increases**

*	G18	Business Intelligence - support C&FS and E&T	75	75	75	75
	G19	Connectivity (Broadband) Team - core funding until 2023/24; sources of external funding to be explored.	220	225	230	0
	G20	Legal Services - additional capacity, reducing need for external solicitors etc.	100	100	100	100
		TOTAL	395	400	405	175

References

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£000	£000	£000	£000

GROWTH**CORPORATE RESOURCES****Demand & cost increases**

*	G21	Customer Service Centre - support service levels (temporary growth removed)	-100	-200	-300	-300
	G22	County Hall Catering (lower occupancy)	50	0	0	0
	G23	ICT license subscriptions and support costs	400	685	685	685
	G24	Digital team to continue beyond March 2021, enabling authority-wide savings and cost avoidance	295	295	295	295
		TOTAL	645	780	680	680

CORPORATE GROWTH

**	G25	Growth contingency	0	6,770	12,430	17,595
		TOTAL	0	6,770	12,430	17,595

TOTAL GROWTH

13,770	28,720	43,720	58,720
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Overall net additional growth

14,950	15,000	15,000
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* items unchanged from previous Medium Term Financial Strategy

** items included in the previous Medium Term Financial Strategy which have been amended

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£000	£000	£000	£000

SAVINGS**References used in the following tables**

* items unchanged from previous Medium Term Financial Strategy

** items included in the previous Medium Term Financial Strategy which have been amended

Eff - Efficiency saving

SR - Service reduction

Inc - Income

CHILDREN & FAMILY SERVICES**Defining CFS For the Future Programme**

CF1	Eff	Pathways workstream - Focus on prevention, drift and duration of interventions across all pathways	-1,200	-2,100	-3,600	-4,800
CF2	Eff	Settings workstream - Reduced care placement costs through growth of in-house capacity & supported lodgings and a review of placements	-900	-2,900	-5,100	-8,100
CF3	Eff	Disabled Children's Service Enablement Workstream	-100	-300	-300	-300
<i>Total Defining CFS For the Future Programme</i>			-2,200	-5,300	-9,000	-13,200
CF4	Eff	Children's Innovation Partnership -Assessment & Resource Team, Hub and Residential re-design	-50	-200	-350	-500
CF5	Eff	Departmental efficiency savings	-1,500	-1,750	-2,000	-2,300
TOTAL			-3,750	-7,250	-11,350	-16,000

ADULTS & COMMUNITIES**Adult Social Care**

**	AC1	Inc	Increased income from fairer charging and removal of subsidy / aligning increases	-100	-200	-300	-400
**	AC2	Eff	Social Care Investment Plan - reduced cost of care	-25	-25	-25	-275
**	AC3	Inc	Additional BCF/Health income	-500	-500	-500	-500
**	AC4	Eff	Implementation of Target Operating Model (TOM)	-2,000	-2,500	-3,000	-3,000
	AC5	Eff	Implementation of digital assistive technology to service users	-250	-750	-1,100	-2,000
**	AC6	Eff	Review of high cost placements (working age adults)	-50	-150	-300	-300
	AC7	Eff	Establishment Review following implementation of TOM programme	-400	-600	-600	-600
	AC8	Eff	Digital Self Serve financial assessments	0	-100	-100	-100
	AC9	Eff	Review of Mental Health pathway and placements	0	-500	-500	-500
	AC10	Eff	Review of Transitions placements	0	-120	-180	-240
Total ASC				-3,325	-5,445	-6,605	-7,915

Communities and Wellbeing

**	AC11	Eff/SR	Implementation of revised service for communities and wellbeing	-70	-140	-140	-140
Total C&W				-70	-140	-140	-140

TOTAL A&C

-3,395	-5,585	-6,745	-8,055
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PUBLIC HEALTH

**	PH1	Eff/SR	Early Help & Prevention Review - review of externally commissioned prevention services	-5	-70	-70	-70
			TOTAL	-5	-70	-70	-70

ENVIRONMENT & TRANSPORT**Highways & Transport**

*	ET1	SR	Revise Passenger Transport Policy - reprofiled	0	-60	-60	-60
**	ET2	Eff/SR	Implement Review of Social Care and SEN Transport (Phase 2)	0	-240	-240	-240
	ET3	Eff	Temporary Traffic Management	-190	-205	-205	-205
	ET4	Eff/Inc	Street Lighting - design services to developers and installation of street lighting on their behalf, and removal of vacant posts	-60	-90	-120	-130
	ET5	Eff/Inc	E&T Continuous Improvement Programme - review of processes and potential income across a range of services	-175	-450	-590	-600
	ET6	Eff	Fleet review	-35	-35	-35	-35
	ET7	Eff	Winter salt procurement	-20	-20	-20	-20
			Total	-480	-1,100	-1,270	-1,290

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SAVINGS**Environment & Waste**

** ET8	Eff/Inc	Recycling & Household Waste Sites service approach	0	-30	-80	-190
** ET9	Inc	Trade Waste income	-30	-60	-90	-120
** ET10	Eff	Future residual waste strategy- reduced disposal costs	-160	-460	-820	-820
ET11	Eff	Procurement savings from contract renewals	-400	-430	-430	-430
Total			-590	-980	-1,420	-1,560

TOTAL E&T

-1,070	-2,080	-2,690	-2,850
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CHIEF EXECUTIVE

CE1	Eff	Business Support review	-50	-50	-50	-50
CE2	SR/Eff	Staffing (vacancy control and agency reduction)	-100	-100	-150	-200
CE3	SR	Paperless meetings	-30	-30	-30	-30
CE4	Inc	Planning, Historic and Natural Environment - fee income	-25	-50	-75	-100
TOTAL			-205	-230	-305	-380

CORPORATE RESOURCES

** CR1	Eff	Workplace Strategy- optimising building/office use	-315	-575	-670	-670
** CR2	Eff/Inc	Increasing Commercial Services contribution	0	-315	-430	-470
* CR3	Eff	Environment improvements - energy & water	-50	-100	-100	-100
* CR4	Inc	Environment improvements - Score + energy efficiency scheme	-50	-50	-50	-50
* CR5	Eff	Returns from Corporate Asset Investment Fund	0	-570	-570	-570
** CR6	Inc	Place to Live - Accommodation income	-40	-80	-160	-160
CR7	Eff	Business Support -efficiencies from Records Hub and indexing system	-80	-80	-80	-80
CR8	Eff	Strategic Property restructure	-300	-300	-300	-300
CR9	Eff	Departmental Management Team restructure	-135	-135	-135	-135
TOTAL			-970	-2,205	-2,495	-2,535

CENTRAL ITEMS

** CI1	Inc	Growth in ESPO income	0	-40	-80	-80
TOTAL			0	-40	-80	-80

TOTAL SAVINGS including additional income

-9,395	-17,460	-23,735	-29,970
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MTFS net shortfall - savings required

0	0	-10,100	-23,410
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TOTAL SAVINGS REQUIRED - EXCLUDING DSG

-9,395	-17,460	-33,835	-53,380
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Dedicated Schools Grant - Deficit reduction activity**High Needs Development Plan**

Funding changes	0	-6,545	-4,545	-4,545
Demand reduction initiatives	-4,450	-5,075	-5,575	-5,575
Benefit of local provision & practice improvements	-6,710	-11,015	-14,185	-15,695
	-11,160	-22,635	-24,305	-25,815

TOTAL SAVINGS REQUIRED - INCLUDING DSG

-20,555	-40,095	-58,140	-79,195
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