

APPENDIX C

| References | | 2021/22 £000 | 2022/23 £000 | 2023/24 £000 | 2024/25 £000 | |
|--|-----|---|-----------------|-----------------|-----------------|---------------|
| <u>GROWTH</u> | | | | | | |
| <u>CHILDREN & FAMILY SERVICES</u> | | | | | | |
| 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 |
| <u>ADULTS & COMMUNITIES</u> | | | | | | |
| 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 |
| <u>PUBLIC HEALTH</u> | | | | | | |
| Demand & cost increases | | | | | | |
| * | G12 | Integrated Sexual Health Service - increased testing | 20 | 20 | 20 | 20 |
| | | TOTAL | 20 | 20 | 20 | 20 |
| <u>ENVIRONMENT & TRANSPORT</u> | | | | | | |
| <u>Highways & Transport</u> | | | | | | |
| 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 |
| * | | Highways Maintenance - other initiatives (temporary growth removed) | | | | |
| | G15 | | -3,700 | -3,700 | -3,700 | -3,700 |
| | | Total | -1,900 | -700 | 1,100 | 3,400 |
| <u>Environment & Waste</u> | | | | | | |
| 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 |
| <u>CHIEF EXECUTIVES</u> | | | | | | |
| 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

| 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---------|---------|---------|---------|
| £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 |
|---------------|---------------|---------------|---------------|

Overall net additional growth

| | | |
|--------|--------|--------|
| 14,950 | 15,000 | 15,000 |
|--------|--------|--------|

* items unchanged from previous Medium Term Financial Strategy

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

References

| 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---------|---------|---------|---------|
| £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> | <i>-2,200</i> | <i>-5,300</i> | <i>-9,000</i> | <i>-13,200</i> |
| 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 |

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 |

References

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

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 |
|---------------|---------------|---------------|---------------|

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 |
|---------------|----------------|----------------|----------------|

MTFS net shortfall - savings required

| | | | |
|----------|----------|----------------|----------------|
| 0 | 0 | -10,100 | -23,410 |
|----------|----------|----------------|----------------|

TOTAL SAVINGS REQUIRED - EXCLUDING DSG

| | | | |
|---------------|----------------|----------------|----------------|
| -9,395 | -17,460 | -33,835 | -53,380 |
|---------------|----------------|----------------|----------------|

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 |
| TOTAL | -11,160 | -22,635 | -24,305 | -25,815 |

TOTAL SAVINGS REQUIRED - INCLUDING DSG

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