

References		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	
<b><u>GROWTH</u></b>						
<b><u>CHILDREN &amp; FAMILY SERVICES</u></b>						
<b>Demand &amp; cost increases</b>						
**	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
		<b>TOTAL</b>	<b>10,040</b>	<b>14,065</b>	<b>18,770</b>	<b>23,055</b>
<b><u>ADULTS &amp; COMMUNITIES</u></b>						
<b>Demand &amp; cost increases</b>						
**	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
<b>Other increases</b>						
	G11	Market Premia - to recruit and retain key social workers	270	270	270	270
		<b>TOTAL</b>	<b>3,470</b>	<b>6,385</b>	<b>9,365</b>	<b>12,845</b>
<b><u>PUBLIC HEALTH</u></b>						
<b>Demand &amp; cost increases</b>						
*	G12	Integrated Sexual Health Service - increased testing	20	20	20	20
		<b>TOTAL</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b><u>ENVIRONMENT &amp; TRANSPORT</u></b>						
<b><u>Highways &amp; Transport</u></b>						
<b>Demand &amp; cost increases</b>						
		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
		<b>Total</b>	<b>-1,900</b>	<b>-700</b>	<b>1,100</b>	<b>3,400</b>
<b><u>Environment &amp; Waste</u></b>						
<b>Demand &amp; cost increases</b>						
**	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
		<b>Total</b>	<b>1,100</b>	<b>1,000</b>	<b>950</b>	<b>950</b>
		<b>TOTAL E&amp;T</b>	<b>-800</b>	<b>300</b>	<b>2,050</b>	<b>4,350</b>
<b><u>CHIEF EXECUTIVES</u></b>						
<b>Demand &amp; cost increases</b>						
*	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
		<b>TOTAL</b>	<b>395</b>	<b>400</b>	<b>405</b>	<b>175</b>

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
		<b>TOTAL</b>	<b>645</b>	<b>780</b>	<b>680</b>	<b>680</b>

**CORPORATE GROWTH**

**	G25	Growth contingency	0	6,770	12,430	17,595
		<b>TOTAL</b>	<b>0</b>	<b>6,770</b>	<b>12,430</b>	<b>17,595</b>

**TOTAL GROWTH**

<b>13,770</b>	<b>28,720</b>	<b>43,720</b>	<b>58,720</b>
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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

## 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
<b>TOTAL</b>			<b>-3,750</b>	<b>-7,250</b>	<b>-11,350</b>	<b>-16,000</b>

### 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
<b>Total ASC</b>			<b>-3,325</b>	<b>-5,445</b>	<b>-6,605</b>	<b>-7,915</b>

#### Communities and Wellbeing

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

#### **TOTAL A&C**

<b>-3,395</b>	<b>-5,585</b>	<b>-6,745</b>	<b>-8,055</b>
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### PUBLIC HEALTH

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

### 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
<b>Total</b>			<b>-480</b>	<b>-1,100</b>	<b>-1,270</b>	<b>-1,290</b>

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
<b>Total</b>			<b>-590</b>	<b>-980</b>	<b>-1,420</b>	<b>-1,560</b>

**TOTAL E&T**

<b>-1,070</b>	<b>-2,080</b>	<b>-2,690</b>	<b>-2,850</b>
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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
<b>TOTAL</b>			<b>-205</b>	<b>-230</b>	<b>-305</b>	<b>-380</b>

**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
<b>TOTAL</b>			<b>-970</b>	<b>-2,205</b>	<b>-2,495</b>	<b>-2,535</b>

**CENTRAL ITEMS**

** CI1	Inc	Growth in ESPO income	0	-40	-80	-80
<b>TOTAL</b>			<b>0</b>	<b>-40</b>	<b>-80</b>	<b>-80</b>

**TOTAL SAVINGS including additional income**

<b>-9,395</b>	<b>-17,460</b>	<b>-23,735</b>	<b>-29,970</b>
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**MTFS net shortfall - savings required**

<b>0</b>	<b>0</b>	<b>-10,100</b>	<b>-23,410</b>
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**TOTAL SAVINGS REQUIRED - EXCLUDING DSG**

<b>-9,395</b>	<b>-17,460</b>	<b>-33,835</b>	<b>-53,380</b>
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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
<b>TOTAL</b>	<b>-11,160</b>	<b>-22,635</b>	<b>-24,305</b>	<b>-25,815</b>

**TOTAL SAVINGS REQUIRED - INCLUDING DSG**

<b>-20,555</b>	<b>-40,095</b>	<b>-58,140</b>	<b>-79,195</b>
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