Medium Term Financial Strategy 2024/25 - 2027/28 Budget Pressures

		Budget	New											
Portfolio Holder	Service Group	_	Reference number	Old Reference Number	Lead Officer	Proposal Description	Risk Level	Budget 2023/24	2024/25	2025/26	2026/27	2027/28	Reason	Justification
		or Revision)	number			Name, What is the Pressure, Why has it occurred and what are the key assumptions behind the values and dependencies that might impact on this (explain if these change by year)	High, Medium, Low* for definitions see below data Pick from drop dowr	£000s Current Year Gross Budget £'000	£000s	£000s	£000s	£000s	Pick from drop down	Pick from drop down
						Demand Pressures								
Emily Darlington	Adult Services	Previously Approved - Unchanged	P24-1L	P23-1L	Victoria Collins	Learning Disability (LD) Services - There is an increasing number of young people with LD reaching adulthood who need support in supported living placements and direct payments. This provision is based or both the number of service users expected to transition from Children's to Adult Services, and an increase in demand caused by a change in need and an ageing population. In additional there is a pressure for carers breakdown based on an average of 3 packages. The net cost pressure is based on an additional 24 service users in 2024/25, 26 in 2025/26 and 27 in 2026/27.	MEDIUM	16,602	883	914	1,104	1,062	DEMOGRAPHY	Financial Model
Emily Darlington	Adult Services	Previously Approved - Amended	P24-2L	P23-2L	Victoria Collins	Older People - The pressure is a result of increasing demand for Older People services, in the main there has been an increase in support at home packages. There has also been an increase in residential and nursing spot packages and an increase in placement costs due to complexity being seen in the current financial year. From 2024/25 to 2025/26, activity levels have been provided for based on a general net demographic growth of 4.5% increase, 3% thereafter as evidenced by Poppi/Pansi data (national statistics).	HIGH	20,711	2,329	826	701	701	DEMOGRAPHY	Financial Model
Emily Darlington	Adult Services	Previously Approved - Amended	P24-3L	P23-3L	Victoria Collins	Physical Disabilities - The 2023/24 forecast pressure is due to a 7% increase in the number of care packages and an 11% increase in the average costs from 2022/23. The future provision is based on 4.5% increase in number of care packages for 2024/25 and 2025/26. Future provisions are based on a 1% increase in care packages per year, as evidenced by Poppi/Pansi data (national statistics).	HIGH	8,480	1,021	314	178	178	DEMOGRAPHY	Financial Model
Emily Darlington	Adult Services	Previously Approved - Unchanged	P24-4L	P23-4L	Victoria Collins	Mental Health - The pressure is based on 15% growth (as seen in 2023/24 to date) plus 33 additional service users due to demographic growth and transitions. Future year provisions are based on: 35 new packages/placement each year, plus 10 transitions in 2025/26 and 4 transitions in 2026/27.	MEDIUM	5,074	550	529	525	525	DEMOGRAPHY	Financial Model
Emily Darlington	Adult Services	New this year	P24-5N	NEW	Victoria Collins	Autism – provision based on current growth trends of 14% for 2024/25 and demographic growth of 8 service users from 2025/26 onwards. This budget used to be combined with Mental Health budget in previous years and therefore a proportion of the growth includes prior Mental Health packages.	MEDIUM	1,119	841	471	481	481	DEMOGRAPHY	Financial Model
Emily Darlington	Adult Services	New this year	P24-6N	NEW	Victoria Collins	Homelessness Prevention - Accommodation - provision for a continued increase in households presenting as homeless based on the current demand (average of 979 households). £0.083m is funded from the Homelessness Prevention Grant	HIGH	13,335	1,193	430	415	434	DEMOGRAPHY	Financial Model
Emily Darlington	Adult Services	New this year	P24-7N	NEW	Victoria Collins	Homelessness Prevention - Staffing - Additional Housing officers (2 FTE) required, due to the increasing number of homelessness applications.	LOW	1,991	64	0	0	0	DEMOGRAPHY	Business Case
Emily Darlington	Adult Services	New this year	P24-8N	NEW	Victoria Collins	Mental Health Supported Accommodation - to enable the commissioning of an additional 8-10 bed places due to increasing demand. Currently, there are 37 beds commissioned and we have 43 out of area placements due to capacity. Therefore, a pressure is required to increase bed capacity, whilst also remodelling the current delivery of the service.	MEDIUM	1,090	72	101	0	0	DEMOGRAPHY	Financial Model
Emily Darlington	Adult Services	New this year	P24-9N	NEW	Victoria Collins	Supported Housing for Older People - Staffing - provision for additional staffing budget to meet the capacity of needs for residents who are requiring increasing support covered by overtime and relief staff.	MEDIUM	2,863	295	0	0	0	DEMOGRAPHY	Financial Model
Emily Darlington	Adult Services	New this year	P24-10N	NEW	Victoria Collins	Community Alarm - Due to national digital transformation of phone lines there are 1982 analogue alarm units that will no longer work and a digital solution is required. Therefore, the current base budget needs to be increased due to the increase in cost of the purchased alarms, as well as the increase of cost of the supporting system; the call handling platform cost is almost double of the cost of analogue system. Need to consider as part of the fees and charges review whether these costs should be recovered.	LOW	103	54	0	0	0	CONTRACTUAL CHANGE	Business Case
Emily Darlington	Adult Services	New this year	P24-47N	NEW	Victoria Collins	Internal Training - Pressure due to an income budget (£64k) for medical students no longer being viable as the training is no longer being delivered. This has resulted in a pressure; the remaining amount is being offset by reducing the current training expenditure budget, which is currently underspent due to spending more efficiently (bringing courses online; reviewing content of longer courses).	LOW	187	34	0	0	0	CONTRACTUAL CHANGE	Business Case
						Total Adult Services			7,336	3,585	3,404	3,381		
Zoe Nolan	Children's Services	Previously Approved	P24-11L	P23-6L		Home to School Travel - Currently 1,595 children receive support to access school. The majority are children with Special Education Needs that require specialist school placements. The number of pupils entitled to home to school transport is projected to increase by 7% in 2023/24 and future years, in line with growth forecasts in the number of children with an EHCP. There is a higher increase in 2024/25 to bring the base budget in to line with current spend, reflecting additional costs of transport (related to fuel increases), the number of children being transported out of borough and higher levels of children's needs requiring different types of transport. Future year pressures are based on the expected additional routes required as a result of increasing pupil numbers and their levels of need.	HIGH	6,780	958	551	586	662	DEMOGRAPHY	Business Case
Zoe Nolan	Children's Services	Previously Approved - Amended	P24-12L	P23-7L		Children with Disabilities (CWD) -The average annual cost of a direct payment (DP) package of support for a CWD has increased by 31% from £5,444 in 2021/22 to £7,124 in 2022/23. In August 2023 the average cost increased by a further 20% to £8,518 on the 2022/23 average. The pressure is based on a further increased support package cost of 15%. In addition the number of children requiring a DP package has been steadily increasing with an increase of 3% year on year projected.	нісн	1,799	465	131	140	150	DEMOGRAPHY	Business Case

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Zoe Nolan	Children's Services	Previously Approved - Amended	P24-13L	P23-8L	Mac Heath	Children's Social Care Placements - There is a change in the age and profile of children becoming looked after and those requiring permanent placements such as special guardianship, adoption and 'staying put' alongside the changes in statutory guidance. Continued difficulty in increasing national placement sufficiency has resulted in some children needing to be placed in external, higher cost placements. In addition due to the nature of children's needs and presenting risks to self or others, specialist high cost placements such as secure and residential placements are also required. The 2024/25 pressure is based on projected placement numbers and for 2025/26 onwards demand has been estimated alongside the expected increase in child population.	HIGH	21,984	4311	308	312	315	DEMOGRAPHY	Business Case
Zoe Nolan	Children's Services	Previously Approved - Amended	P24-14L	P23-13N	Mac Heath	Young Peoples Supported Housing - Services are currently delivered through a block contract which started in January 2017 and is due to end in March 2024. The current contract provides for 45 placements. The new contract is expected to deliver the same amount of placements plus an additional 12 due to increased UASC demand. This pressure relates to a Delegated Decision taken on 12 July 2022 for Young People's Supported Accommodation.	MEDIUM	851	275	0	0	0	DEMOGRAPHY	Business Case
Zoe Nolan	Children's Services	New this year	P24-15N	NEW	Mac Heath	Corporate Parenting Staffing - An increase in staffing is required for the Leaving Care team due to the increased number of care leavers. There has been a 16% increase in the caseloads from 280 (average in 2019/20) to 325 (September 2023) for 16+ and care leavers. The majority of this increase is due to rising care leaver numbers. More young people are coming into care in their teens which means they are ageing out quicker but we still have a statutory duty to support care leavers up to age 25. The numbers of Unaccompanied Asylum Seeking Children (UASC) continues to increase and this group tend to come in to care in their late teens. There are a total of 19.81 FTE workers in the team and this pressure is proposing to increase the number to 22.81 FTE. Part of the pressure has been offset by a reduction of 1 FTE workers in the Children in Care team (CIC) recognising the fact that more children are coming into care later.	MEDIUM	944	91	0	0	0	DEMOGRAPHY	Business Case
Zoe Nolan	Children's Services	New this year	P24-16N	NEW	Mac Heath	Multi Agency Safeguarding Hub (MASH) Staffing - the number of contacts and referrals coming into the service has increased by 3.5% in 2022/23 from the previous year and the number of referrals increased by 2.7% during the same period this year. It is anticipated there will be further increases in 2023/24 and 2024/25 requiring additional capacity to meet statutory timelines and ensure capacity can meet demand. This pressure will increase the establishment from 29.21 FTE to 35.21 FTE. The nature of the team means workers do not carry caseloads but do initial child protection decision making and risk assessments when referrals come in, and timescales of investigations and assessments are currently being compromised due to social worker capacity within the service.	MEDIUM	1,634	418	0	0	0	DEMOGRAPHY	Business Case
Zoe Nolan	Children's Services	New this year	P24-17N	NEW	Mac Heath	Children with Disabilities (CWD) Staffing - the team is being reviewed due to increasing demand. There has been a 21% increase from 339 to 428 in open cases from June 2020 to June 2023. There is roughly a 50:50 split in these case numbers between families requiring statutory intervention/support and short breaks. It is proposed to split the current team into two to ensure statutory support is being delivered in line with regulatory guidance. Therefore additional investment into the team is required to both meet this additional demand but also ensure the Council follows statutory guidance on holding these cases. This will increase the establishment from 16.57 FTE to 20.81 FTE.	MEDIUM	767	289	0	0	0	DEMOGRAPHY	Business Case
Zoe Nolan	Children's Services	New this year	P24-18N	NEW	Mac Heath	Furze House - following an Ofsted direction, a new night post is required for Furze House to operate within sufficient staffing ratios. These additional hours are currently being covered by overtime but this is not sustainable. The additional post is for a 20 hour per week permanent role to increase the establishment from 17.6FTE to 18.1FTE.	LOW	875	30	0	0	0	POLICY CHOICE	Business Case
Zoe Nolan	Children's Services	New this year	P24-19N	NEW	Mac Heath	Independent Reviewing Officers (IRO) Staffing - increase of 1.5 fte to manage increased caseloads in the team as a result of population growth and rising numbers of Unaccompanied Asylum Seeking Children. There are currently 7.5 FTE IRO roles in the team so this proposal will increase the number of these roles to 9 FTE. In September 2023, there were 584 cases across the team which is an average of 78 per IRO, the national guidance recommends 50-70 per IRO and this pressure will allow the average to reduce to 65 per IRO and will allow them to be able to execute the role effectively.	MEDIUM	920	130	0	0	0	DEMOGRAPHY	Business Case
						Total Children's Services			6,967	990	1,038	1,127		
Lauren Townsend	Finance & Resources	Previously Approved - Unchanged	P24-20L	P23-15N	Steve Richardson	Self-Insurance Fund - the council operates a self-insurance fund to reduce the cost of annual premiums. Currently an annual contribution of £500k is made from the General Fund. Based on recent claims history this needs to be increased to reflect the level of losses being incurred.	MEDIUM	500	300	0	0	0	OTHER	Business Case
Lauren Townsend	Finance & Resources	New this year	P24-21N	NEW	Steve Richardson	External Audit Fees - Public Sector Audit Appointments (PSAA) have issued a consultation on audit fees which runs until December 2023. The consultation proposes a reset to audit fees for the 2023/24 audit, which also includes an overall fee uplift of 151% to the current scale fee. Although we had anticipated a fee uplift, this is higher than we had made provision for and we are therefore increasing this provision to reflect the proposed fee in the consultation, giving a pressure of £103k.	MEDIUM	354	103	0	0	0	CONTRACTUAL CHANGE	Business Case
Lauren Townsend	Finance & Resources	New this year	P24-22N	NEW	Steve Richardson	Heycentric Licence Costs - The new Income Management System, HeyCentric, administered by the Shared Service model with CCC, WNC and NNC has resulted in a pressure on the on-going licences.	LOW	78	46	0	0	0	CONTRACTUAL CHANGE	Business Case
Lauren Townsend	Finance & Resources	New this year	P24-23N	NEW	Steve Richardson	HR Recruitment System - The current system was funded from Reserves as the future direction wasn't clear; it is now due for renewal. It is now considered critical to the functioning of the service and has delivered efficiencies within the HR team and more widely across MKCC in helping to streamline with recruitment process.	LOW	0	33	0	0	0	CONTRACTUAL CHANGE	Business Case
Lauren Townsend	Finance & Resources	New this year	P24-24N	NEW	Steve Richardson	Specified Exempt Accommodation - The pressure reflects continued growth in the number of SEA properties. The Council is not able to recover the full cost of benefits paid through the subsidy system as the government cap the amount all Councils are allowed to claim, even though the actual costs claimed are higher.	MEDIUM	0	66	0	0	0	OTHER	Business Case
Lauren Townsend	Finance & Resources	New this year	P24-24N	NEW	Steve Richardson	HB overpayments.	HIGH	899	180	0	0	0	OTHER	Business Case
						Total Finance & Resources Building Control Staffing -A pressure has arisen primarily due to the introduction of regulation for Building			728	0	0	0		
	0	1	l	NEW	Carab Canaalyaa	Control around building and fire safety, meaning the balance of chargeable and safety work has shifted, as	MEDIUM	502	175	0	0	l o	OTHER	Business Case
Paul Trendall	Customer & Community	New this year	P24-26N	INEVV	Saran Gonsaives	well as correcting historic budget deficits. Performance & Systems Staffing - An unfunded seconded post has been moved to this area. There is no	25.6							

	Customer &					Information Governance Staffing - Historical budget issues have resulted in a small pressure. This								
Paul Trendall	Community	New this year	P24-28N	NEW	Sarah Gonsalves	cannot be mitigated from within as the team is already working at capacity dealing with regulatory & statutory returns.	LOW	188	37	0	0	0	OTHER	Business Case
						Total Customer & Community			225	0	0	0		
						Total Chief Executive, Social Care and Housing Independent Persons - Following a Delegated Decision in 2020, and in line with statutory obligations,			15,256	4,575	4,442	4,508		
Lauren Townsend	Law & Governance	New this year	P24-29N	NEW	Sharon Bridglalsingh	independent persons were appointed to assist with allegations of misconduct against Councillors and to sit on disciplinary panels relating to statutory officers. The annual fees and associated duties have now created a modest budget pressure.	LOW	0	5	0	0	0	OTHER	Business Case
Lauren Townsend	Law & Governance	New this year	P24-30N	NEW	Sharon Bridglalsingh	Legal Case Management System - On-going licence costs above existing budget for new cloud based legal case management system to replace unreliable legacy system and ensure timely management of cases.	MEDIUM	20	20	0		0	OTHER	Business Case
						Total Law & Governance			25	0	0	0		
Pete Marland	Planning and Placemaking	Previously Approved - Amended	P24-31L	P23-18N	Paul Thomas	Planning income - anticipated shortfall of planning income against previously forecasted amounts.	MEDIUM	3,080	0	0	-150	-450	DEMAND: EXCEPTIONAL	Business Case
Pete Marland	Planning and Placemaking	New this year	P24-32N	NEW	Paul Thomas	Land charge income - anticipated shortfall of planning income against previously forecasted amounts.	MEDIUM	378	190	-30	-60	0	DEMAND: EXCEPTIONAL	Business Case
						Total Planning & Placemaking			190	-30	-210	-450		
Jenny Wilson- Marklew	Environment and Property	Previously Approved - Unchanged	P24-33L	P23-19L	Stuart Proffitt	Demographic Growth (Waste) - the standard year on year calculation based on city growth and increased demand for waste services (refuse collection, food and garden waste collection and disposal, street cleansing, and household waste sites). This reflects the additional new homes projections over the next 4 years ranging from 1.88% to 2.00%.	LOW	22,662	468	534	556	578	DEMOGRAPHY	Financial Model
Jenny Wilson- Marklew	Environment and Property	Previously Approved - Unchanged	P24-34L	P23-20L	Stuart Proffitt	Demographic Growth (Landscape) - the standard year on year calculation based on city growth and increased demand for landscape and maintenance services. Based on between 1.88% and 2.00% growth in landscape adopted areas, from new homes projections.	LOW	3,666	75	86	90	94	DEMOGRAPHY	Financial Model
Jenny Wilson- Marklew	Environment and Property	Previously Approved - Unchanged	P24-35L	P23-21L	Stuart Proffitt	Demographic Growth (Highways) - the standard year on year calculation based on city growth and increased maintenance and service requirements for highways, street lighting and winter maintenance. Based on 2% growth in adopted highway per annum.	LOW	7,270	145	148	151	154	DEMOGRAPHY	Financial Model
Jenny Wilson- Marklew	Environment and Property	New this year	P24-36N		Stuart Proffitt	POPs - The cost of disposing of upholstered waste domestic seating has increased following new guidance from the Environment Agency that waste containing persistent organic pollutants (POPs) must go to incineration rather than landfill.	LOW	0	315	0	0	0	CONTRACTUAL CHANGE	Business Case
Jenny Wilson- Marklew	Environment and Property	New this year	P24-37N	NEW	Stuart Proffitt	Pest Control - Provision of a dedicated Pest Control budget. The service has been run via one-off funding for two years and has demonstrated significant improvements. However, a dedicated routine programme now needs to be implemented as business as usual in order to maintain the areas that have been addressed so far.	LOW	0	30	0	0	0	POLICY CHOICE	Business Case
Jenny Wilson- Marklew	Environment and Property	New this year	P24-38N	NEW	Stuart Proffitt	Environmental Services Contract (ESC) - Traffic Management - Street and verge cleansing of main roads requires traffic management and night closures in order for the work to be done in a safe environment and with a improved outcomes in terms of cleansing landscaping and public realm management. As part of the commissioning of the ESC, it was agreed that this area of the contract would be assessed in more detail once the contract was awarded. A ROSPA based review of the roads has been undertaken and this additional cost agreed with the new contractor.	LOW	8,630	150	0	0	0	CONTRACTUAL CHANGE	Business Case
Jenny Wilson- Marklew	Environment and Property	New this year	P24-39N	NEW	Stuart Proffitt	Environmental Services Contract (ESC) - Landscape Costs - When the new Environmental Services contract was procured, there was a recognition that the GIS data that feeds into the landscape service was a snap shot in time. Since the initial workings (summer 2022) a significant amount of work has been done to update the landscape land parcels in the contract, resulting in this pressure. This will be an ever evolving position through the life of the contract as land comes in and out of the contract. This process is contractually managed through a change process.	LOW	3,666	260	0	0	0	CONTRACTUAL CHANGE	Business Case
Jenny Wilson- Marklew	Environment and Property	New this year	P24-40N	NEW	Stuart Proffitt	MKWRP Insurance - There continues to be a general hardening in rates for insurance of waste management facilities which started two years ago due to the increase in interest rates and the rising costs of meeting claims due to inflation. This pressure takes account of an actual increase from 2022/23 that remains unbudgeted of £0.100m and an assumption that the increase will be the same again in 2024/25 albeit the 2024/25 is a provisional amount at this stage.	MEDIUM	170	200	0	0	0	CONTRACTUAL CHANGE	Business Case
Jenny Wilson- Marklew	Environment and Property	New this year	P24-41N	NEW	Stuart Proffitt	Site/Land Security - A previous 5 year programme to improve the security of sensitive sites from illegal encampments has now been completed. However, new sites continue to be identified, some with unique issues. This pressure will give greater flexibility in addressing future illegal encampments.	LOW	0	50	0	0	0	POLICY CHOICE	Business Case
Jenny Wilson- Marklew	Environment and Property	New this year	P24-45N	NEW	Stuart Proffitt	MKWRP - Waste Disposal Costs revenue implications for the Authority arising from the forthcoming Delegated Decision for Deed of Variation 3 (DoV3) with Thalia for Milton Keynes Waste Recovery Park (MKWRP).	LOW	0	1,000	0	0	0	CONTRACTUAL CHANGE	Business Case
Jenny Wilson- Marklew	Environment and Property	New this year	P24-46N	NEW	Stuart Proffitt	MKWRP - Bulky Waste - revenue implications for the Authority arising from the forthcoming Delegated Decision for Deed of Variation 4 (DoV4) with Thalia for Milton Keynes Waste Recovery Park (MKWRP).	LOW	0	493	0	0	0	CONTRACTUAL CHANGE	Business Case
						Total Environment and Property			3,186	768	797	826		
						Total Deputy Chief Executive			3,401	738	587	376		
						Total Demand Pressures			18,657	5,313	5,029	4,884		
						Other Pressures								
Lauren Townsend	Finance & Resources	Previously Approved - Unchanged	P24-42L	P23-23N		Azure - A delegated decision was taken to move the councils servers from Northampton to the MS Azure Data Centre. This is initially being funded through New Homes Bonus. Baseline budget funding will be required from 2025/26.	MEDIUM	905	0	499	0	0	CONTRACTUAL CHANGE	Business Case
Lauren Townsend	Finance & Resources	Previously Approved - Amended	P24-43L	P23-24N	Steve Richardson	Telephone Card Payments System - as part of the procurement of the new income management system the Council needs to purchase additional services to enable card payments to be taken securely and in line with best practice. This function is not currently available with our existing income management system.	LOW	24	12	0	0	0	CONTRACTUAL CHANGE	Business Case
						Total Finance & Resources			12	499	0	0		
						Total Chief Executive, Social Care and Housing			12	499	0	0		
Pete Marland	Planning & Placemaking	Previously Approved - Unchanged	P24-44L	P23 -25N	Paul Thomas	Planning Academy Continuation - This is to continue the Academy into future years, assuming that the cohorts from 22/23 and 23/24 continue their training. This is necessary to take forward the discussions and Memorandum of Understanding we have with the Royal Town Planning Institute.	MEDIUM	150	31	-88	-90	0	POLICY CHOICE	Business Case

Total Planning & Placemaking	31	-88	-90	0	
Total Deputy Chief Executive	31	-88	-90	0	
Total Other Pressures	43	411	-90	0	
Grand Total	18,700	5,724	4,939	4,884	

Risk level	Description
HIGH	Very Likely to change and the impact could be significant >£200k in any one year
MEDIUM	Likely to change and impact could be up to but not more than £200k per annum
LOW	Fixed or unlikely to change and impact less than £50k in any one year

Risk Level	2024/25	2025/26	2026/27	2027/28
High	10,457	2,560	2,332	2,440
Medium	4,929	2,396	1,810	1,618
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Low	3,314	768	797	826
Total	18,700	5,724	4,939	4,884