

Medium Term Financial Strategy 2023/24 - 2026/27 - Budget Reductions and Income Growth

Portfolio Holder Name	Service Group	New Ref No.	Old Ref No.	Reduction or Income Dropdown	Lead Officer	Proposal Description	Brief Comment on external service delivery impact (restricted to 1000 characters)	Context/Mitigation of any adverse impact	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s	2023/24 Potential FTE Reduction	Primary Strategy Category	Delivery Risk Rating (Change From Drop down)	Status
Emily Darlington	Adult Services	523-1L	522-1L	Reduction	Victoria Collins	Homeless Prevention & Access - Reduction in number of families and individuals in temporary accommodation by more long term Assured Shorthold Tenancy (AST) tenancies, emergency, reduction in night rates and length of stay in temporary accommodation, reduction in night rates and length of stay in temporary accommodation, reduction in night rates and length of stay in temporary accommodation and more focus on repairs. Over the last 12 months on average there have been 77 new entries per month into TA, compared to an average of 59 the previous year.	Homeless Prevention & Access has seen an increase in demand for Temporary Accommodation (TA) from 2022/23 due to Council's impact on the economy with ending of furlough, growth in unemployment, Private Rental Sector (PRS) landlord evictions, mortgage repossession, Domestic Violence Abuse and impact from savings more on capacity due to voids and repairs. Over the last 12 months on average there have been 77 new entries per month into TA, compared to an average of 59 the previous year.	Significant impact on Nightly Lets rental sector which provides very bad value currently. This can be mitigated where Landlords will give the opportunity to switch to the new Assured Shorthold Tenancy or Flexible Tenancy arrangements. Net saving position disclosed in schedule.	0	-350	-428	0	0.00	Thinking Differently	Amber	Revised
Emily Darlington	Adult Services	523-2L	522-2L	Reduction	Victoria Collins	Homeless Prevention & Access - In order to deliver the investment to save proposals (522-1L), additional staff were required to be able to deliver the investment. The investment includes the investment in staff with assumptions in the business cases, staffing in the service can be scaled down to align with new levels of demand.	Saving in the ending of investment to save establishment posts which are currently funded to deliver the overall saving.	Demand will continue to be monitored to determine potential impact on staffing requirements.	0	-300	0	0	0.00	Thinking Differently	Amber	Revised
Emily Darlington	Adult Services	523-3N	New	Reduction	Victoria Collins	Minor House - continued agreement reduction in fees charged by Buckinghamshire CC, due to the reduction in client numbers.	The Manor House contract is an agreement between MCCC and Buckinghamshire CC to host a specific number of clients that were previously in long stay hospital and were released into the community as part of an historic agreement. The charge reduces as and when the clients are released. Based on the latest client figures received we are proposing the savings detailed below. There is no anticipation for the client numbers to increase as the agreement prevents this from happening.	This is a result of a reduction in current client numbers, with no new clients entering the service.	-116	0	0	0	0.00	Working Together	Green	New
Emily Darlington	Adult Services	523-4N	New	Income	Victoria Collins	Internal Daycare and Short Breaks - The daytime centres and short breaks provide day sessions and respite stays to service users who are looked after by the CC. The CC's commission the service and the needs are highly complex therefore demanding a high cost per session. The savings is anticipated to be above the budgeted income amount therefore does not impact the deliverability of the service itself.	Internal day care and Care Short Breaks service provide day care and night/overnight stays to those identified as having a care need. Bedford, Luton and MKICB currently commission the service for service users who have high complex care needs and therefore are eligible for Continuing Healthcare (CHC). A full cost recovery scenario was undertaken in 2023 to establish the rate this has been applied to reflect the current staffing and building costs and the current contract is assumed to remain standing the service as per 22/23 admissions register.	The service is a MCCC internal provision	-416	0	0	0	0.00	Working Together	Green	New
Emily Darlington	Adult Services	523-5N	New	Reduction	Victoria Collins	Role Consolidation - reduction in headcount across Adult Services by streamlining roles, and bringing services together.	Minimal impact on service delivery	Savings have been made across the Adult Services Directorate. £0.153m achieved via a service management restructuring and £0.27m by streamlining of management across service areas. A further £0.395m will be delivered by streamlining teams and functions across Adult Services contribution to take place in December/January.	-1,049	0	0	0	16.20	Thinking Differently	Amber	New
						Total Adult Services	Minimal impact on service delivery		-1,581	-650	-428	0	16.20			
Zoe Nolan	Children's Services	523-6N	New	Reduction	Mac Heath	Role Consolidation - A review of services across the Directorate has been undertaken and includes the consolidation of some roles and functions to mitigate the impact on frontline delivery. The revision includes some Children's Centre functions, alongside some Supported Employment and Youth engagement activities. Through this work efficiency savings have been identified which will be used to address service delivery and management oversight for the most vulnerable children and families.	Minimal impact on service delivery		-510	0	0	0	17.50	Thinking Differently	Amber	New
						Total Children's Services			-510	0	0	0	17.50			
Jane Carr	Public Health	523-3N	New	Reduction		Public Health - a review of demand and services has been undertaken and an outcome of this is to reduce the Special Health Out of Area Budget by £29k due to continuous annual underperformance. Additionally, the £10 Children's Budget has surplus budget following a re-evaluation and therefore £25k in savings has been put forward.	No impact on service delivery	Demand has been reviewed over the past five years with associated underpins and therefore minimal impact on service delivery.	-50	0	0	0	0.00	Thinking Differently	Green	New
						Total Public Health			-50	0	0	0	0.00			
Fred Treadwell	Customer & Community	523-7N	New	Reduction	Sarah Goussiaux	Role Reduction - Removal of vacant positions	Minimal impact on service delivery	1 x Leisure Manager retired and not recruited into post, 1 x Community Solutions Manager vacancies not filled	-186	0	0	0	3.00	Thinking Differently	Green	New
						Total Customer and Community Services	Minimal impact on service delivery		-186	0	0	0	3.00			
Rob Middleton	Finance and Resources	523-8N	New	Reduction	Steve Richardson	Shared Services - Service savings and efficiencies across the partnership from role consolidation from all service areas (BMC Share only)	Minimal impact on service delivery	A number of budget reductions have been agreed by the Shared Services Board which will deliver savings of all partner Councils from April 2023. This involves the deletion of roles within the shared service operations, including vacant posts and some potential compulsory redundancies. Note: No MCCC employees is impacted by these proposals.	-100	0	0	0	0.00	Working Together	Green	New
Rob Middleton	Finance and Resources	523-9N	New	Reduction	Steve Richardson	Role Consolidation and Rationalisation - A review of roles across the Directorate has been completed resulting in a number of roles being removed from the establishment across HR, ICT and Finance, together with a small budget saving on Internal Audit direct expenditure.	Some impact on Service Delivery within HR, minimal impact in other service areas.	We have deleted 2 permanent roles within ICT (60k saving) reducing service charges, in particular the transition to Azure Cloud, 1 role in Finance (£40k) to reflect current workload and we are consulting on 1 role in HR (£110k), which will require some changes to the current operating model and which will be subject to a full cost recovery analysis. A saving of £25k has also been made against the Internal Audit staff budget, which was not required.	-253	0	0	0	5.47	Thinking Differently	Green	New
						Total Finance & Resources			-339	0	0	0	8.47			
						Total Chief Executive, Social Care and Housing			-2,888	-650	-428	0	42.17			
Rob Middleton	Law & Governance	523-10N	New	Reduction	Sharon Bingley	Role Rationalisation - Removal of vacant position in Business Support Governance.	Minimal impact on service delivery role is currently vacant.	Deletion of 1 full time vacant post of Business Manager	-50	0	0	0	2.00	Thinking Differently	Green	New
						Total Law and Governance			-50	0	0	0	2.00			
Fred Treadwell	Planning & Procurement	523-11N	New	Reduction	Paul Thomas	Departmental Restructure - Removal one Head of Service role by way of redundancy, and one manager role by way of retirement and not refilling.	Some impact on service delivery, but restructure moved Landlord Acquisition & Property Directorate.	Restructure resulting in a saving of £105k. Area Manager retired and not recruited to fill the vacancy saving £104k.	-199	0	0	0	2.00	Thinking Differently	Green	New
						Total Planning & Procurement			-199	0	0	0	2.00			
Rob Middleton	Environment and Property	523-12L	522-1L	Reduction	Stuart Purfitt	Change of the Theatre Car Park - closure approved in Delegated Decision 19 November 2020. The saving has been agreed to 2324 via MCCC will be payable up until the point the car park is closed.	No impact on service delivery	The number of sessions in the theatre car park fell from around 400,000 sessions a year in 2017/18 to about 300,000 in 2019/20, a 25% drop. This reduced the changing level of changing provision in that area of the site and the provision of new private car parking facilities. The car park has been retained for use and is expected to be completed by autumn 2023. The only remaining costs are the MCCC. When the car park closes, there will be both other MCCC on street spaces to take up the demand along with private provision, both at John Lewis car park.	-50	-53	0	0	0.00	Being Smarter	Green	Previously agreed
Rob Middleton	Environment and Property	523-13N	New	Reduction	Stuart Purfitt	Waste Transfer Station - revised commercial model was agreed with the new recycling contractor (as part of their tender for the previous contract) of the Waste Transfer Station. This new model yields a 50% return on the value of the bundle of contracts. This model has been presented to the Authority and is resulting in the Council being able to reduce the income pressure of £0.700m. Refer to pressures P23-07N.	No impact on service delivery	As noted below in the Waste Tonnage Reduction saving, the introduction of shared bins is expected to increase the recycling tonnage. This will have a positive impact on the savings due to the 80% income stream. However, the recycle market is volatile and impacted by a range of external factors which could conversely reduce the income received. The saving is pitched at a mid point scenario.	-280	0	0	0	0.00	Thinking Differently	Amber	New
Jenny Wilson-Marks	Environment and Property	523-14N	New	Reduction	Stuart Purfitt	Concessionary Fares - Review of English National Concessionary Travel Scheme (ENCTS) will. Last year DfT guidelines required MCCC to improve payments of 80% of the low cost concessionary usage funding for concessionary fares. DfT guidance has now reverted to payments based on actual usage.	Low completion may have been using the ENCTS funding to support services that are precarious. The government are also providing substantial funding to maintain services.	The DfT have advised to return to payments of ENCTS based on actual usage. The council will work with bus companies to monitor the impact.	-600	0	0	0	0.00	Being Smarter	Amber	New
Fred Treadwell	Environment and Property	523-15N	New	Reduction	Stuart Purfitt	Waste Tonnage Reduction - the 2023 budget was set on an estimated residual waste tonnage of 80,000 per annum based on increased waste levels during the summer 2021. However, since November 2021, there has been a consistent level below that expected. Therefore, the budget for 23/24 has been reduced to 80,000 tonnes a year.	No impact on service delivery	The residual waste level will be impacted by the any economic recession and also the introduction of wheelie bins in 2023. However, the exact impact on these factors is not known. The saving has been developed around specialist forecasts and will be reviewed monthly to understand any differential trends. There is likely to be a further variation of this saving in 24/25 and 25/26, as the impact of the new wheelie bin service becomes clearer.	-400	0	0	0	0.00	Being Smarter	Amber	New
Fred Treadwell	Environment and Property	523-16N	New	Income Growth	Stuart Purfitt	Car Parking Income - Following from the significant drop in car parking income during COVID, it has been difficult to recruit the staff of parking attendants. The 2023 budgeted income level was based on the staff at the time, but 2023 has seen car parking users at a higher level than anticipated.	The current car parking service will continue as normal, the saving is as a result of higher demand than anticipated when the 2023 budget was set.	There is always a risk that car parking user behaviour will change and that this will cause a downturn in car parking income. For example, the cost of being used may reduce shopper numbers. The additional income being put forward in the budget takes a risk based view into account.	-650	0	0	0	0.00	Thinking Differently	Green	New
Fred Treadwell	Environment and Property	523-17N	New	Reduction	Stuart Purfitt	Role Consolidation and Rationalisation - A restructuring within the Highways team has resulted in the majority of the staffing savings within CAP, along with deletion of 2 posts in the Property team as the posts became vacant and the consolidation of 2 Head of Service posts in Housing Maintenance and Investment and Corporate Health and Safety.	No negative impact on any of the teams or the service delivery of the teams is expected.	The Highways and Transport restructuring and integration has taken into account the increased capital expenditure and looked to ensure capital reallocation are appropriate. It has also combined the Highways and Transport teams into 1 team which has resulted in posts being de-duplicated. Vacant post deletion was considered on a similar basis. The consolidation of the 2 Head of Service posts in Housing Maintenance and Investment reflects the interlinkages within the 2 areas and results in both a GP and HRA saving.	-404	0	0	0	4	Thinking Differently	Green	New
Fred Treadwell	Environment and Property	523-24N	New	Reduction	Stuart Purfitt	New Integrated Environment and Waste Contract - Following the successful commissioning of the new Integrated Environment and Waste Contract, a saving of £0.200m has been identified that will offset the costs of the additional running costs of the new property purchased in Worcester, following a decision by Full Council on September 14th. The saving is based on the financial submissions of the preferred bidder. Refer to pressure P23-30N.	The saving has been found within the new contract coverings and will not impact on the service delivery within the agreed specification.	A detailed competitive dialogue commissioning process has been conducted regarding a new Integrated Environment and Waste contract and the saving has been determined from the financial analysis of the process.	-200	0	0	0	0	Thinking Differently	Green	New
Fred Treadwell	Environment and Property	523-16L	522-13N	Reduction	Stuart Purfitt	Household Waste Recycling Centres (scrutinised in 21/22, this is the completion of the forecast saving) - Introduction of Automatic Number Plate Recognition (ANPR) by combining with the booking system but introducing ANPR to check compliance rather than the need for staff managing the process as the gate will result in a saving. The total saving is £0.120m of which £0.100m was achieved in 2023, but with one-off implementation costs of £0.020m. The saving in 23/24 takes the full saving up to £0.120m in the budget.	The ANPR system will allow the booking system to continue but will prevent the need for added staff on the gate to ensure compliance.	The ANPR system has been in place successfully all through 2023.	-20	0	0	0	0.00	Thinking Differently	Green	Previously agreed
Fred Treadwell	Environment and Property	523-22N	New	Reduction	Stuart Purfitt	Investment in LED Street Lighting - Conversion of 20,000 lamps to LED and implementation of a Central Management System (CMS) on the new lamps, together with retrofit of CMS to the existing 38,000 LED street light stock.	No impact on service delivery	Through investment in the capital programme, savings will be achieved on the costs of energy. This investment will also enable future savings through the flexibility of intelligent lighting systems for all street lighting. The total includes 'Park Night Lighting'. In addition the new system will also provide 'white light' options to enable the new service provider of highways in 2024 to deliver a more responsive service.	-998	-960	0	0	0.00	Thinking Differently	Amber	New
						Total Environment and Property			-3,738	-1,613	0	0	4.00			
						Total Corporate and Director Chief Executive			-3,955	-1,613	0	0	4.00			
Rob Middleton	All	523-20N	New	Reduction		Role Consolidation - increased staff exchange to MKCOP to reflect actual time spent working for MKCOP	No impact on service delivery as reflection of current working arrangements	Curiosity time is recharged to MKCOP to reflect hours worked by MKCOP employees relating to MKCOP. The proposal is to increase the exchange to reflect an increase in time being worked.	-15	0	0	0		Thinking Differently	Green	New
Rob Middleton	Environment and Property	523-21L	522-15L	Income Growth	Stuart Purfitt	MKCP Dividend - this will be delivered by MKCP via the Accountability Framework and through commercial activity.	The 2022/23 target of £0.600m is being delivered by MKCP as part of their Investment Strategy.	MKCC works closely with MKCP to track and monitor its business activities. As such, this close working relationship will create any risks to be highlighted and allow action to be undertaken to mitigate the risk of this process.	-700	-600	0	0	0.00	Working Together	Amber	Revised
Rob Middleton	Environment and Property	523-22N	New	Reduction	Stuart Purfitt	Property Asset Rationalisation - The property team, working alongside services, are taking a strategic view of the council's operational buildings and aim to assess both the possible capital received from disposal and the cost of this savings target, the reduced running costs of buildings. There is a programme of property repairs which is currently being developed and implemented as appropriate	A change programme called 'Every Day Matters - Smarter Working' is now well underway which is making good progress on managing the change carefully, with progress continuation being given to key issues like customer service and IT.	There will be some one-off costs involved in making these changes, for example additional ICT costs, and a steering group is in place to ensure these are well planned and managed.	-250	-250	-100	-173	0.00	Thinking Differently	Amber	New
Rob Middleton	Environment and Property	523-23L	522-16L	Reduction	Stuart Purfitt	Facilities Rationalisation - As part of our COVID-19 Management Action Plan, a savings target of £0.400m was set for property and facilities management savings led to a more greater home working allowing for the consolidation of buildings.	A change programme called 'Every Day Matters - Smarter Working' is now well underway which is making good progress on managing the change carefully, with progress continuation being given to key issues like customer service and IT.	There will be some one-off costs involved in making these changes, for example additional ICT costs, and a steering group is in place to ensure these are well planned and managed.	-127	0	0	0	0.00	Thinking Differently	Green	Revised
						Total Management Action Plan			-1,082	-850	-198	-173	0.00			
						GRAND TOTAL			-7,723	-3,913	-928	-173	66.17			

Energy Category	Description
Thinking Differently	Long term planning, innovation, new technologies and ways of working, reducing future demand, commissioning
Being Smarter	Reducing costs, value for money, managing expectations, improving customer services
Working Together	Co-ordinated partnerships, integration, joint bids, VCSE service growth deals

	2023/24	2024/25	2025/26	2026/27
Green	- 3,038	- 53	-	-
Amber	- 4,687	- 2,490	- 528	- 173
Amber/Red	-	-	-	-