

Medium Term Financial Strategy 2024/25 – 2028/29

October 2023





Foreword

Following engagement with the public, our partners, and local businesses, Shropshire Council agreed 'The Shropshire Plan' at its meeting in May 2022. This plan sets out the Council's vision, purpose and priorities, grouped into 4 themes – healthy people, economy, environment, and organisation.

Nearly 18 months later, these priorities continue to shape the delivery of Council services, and this update to the MTFS demonstrates how we continue to pursue those objectives.

A clear strategy helps us all to stay ahead of issues and to be agile in our response to new challenges. This is ever more important as we witness other Councils struggling with their own financial challenges. Having a clear plan helps us to continue our work in a consistent and coherent way.

As the introduction to The Shropshire Plan concludes: *"The challenges and experiences we have shared over recent years puts us in a strong position to step up and move forwards together and adapt our plans to meet the changing situations we face."*

This updated financial strategy is part of that 'stepping up', meeting both present and future challenges in a controlled and confident way.



Lezley Picton
Leader of the
Council



Andy Begley
Chief Executive

Introduction

This financial strategy continues to ensure that the Council's finances are aligned to the delivery of The Shropshire Plan, as agreed by Councillors in May 2022.

It also builds upon the engagement of the Council with the Local Government Association (LGA) through its 'finance peer challenge'. That review concluded that our financial position was 'precarious – not catastrophic'. The reviewers were unequivocal; the technical and professional resources the Council has at its disposal are of a high standard and provide a sound foundation from which to meet the coming challenges, and the financial position – set out in this report – confirm that, while challenging, the Council's finances continue to demonstrate a positive outlook and engagement.

The work of the current year has started well, as evidenced in the Quarter 1 Finance Report¹, with a strong start to delivering savings, but also facing significant demand pressures in social care.

Work to secure the highest possible level of savings delivery is ongoing, and work to ensure we meet the care needs of adults and children as early as possible is in hand.

These key aspects of work in the current year will secure the best start possible to next year, as described in this report.



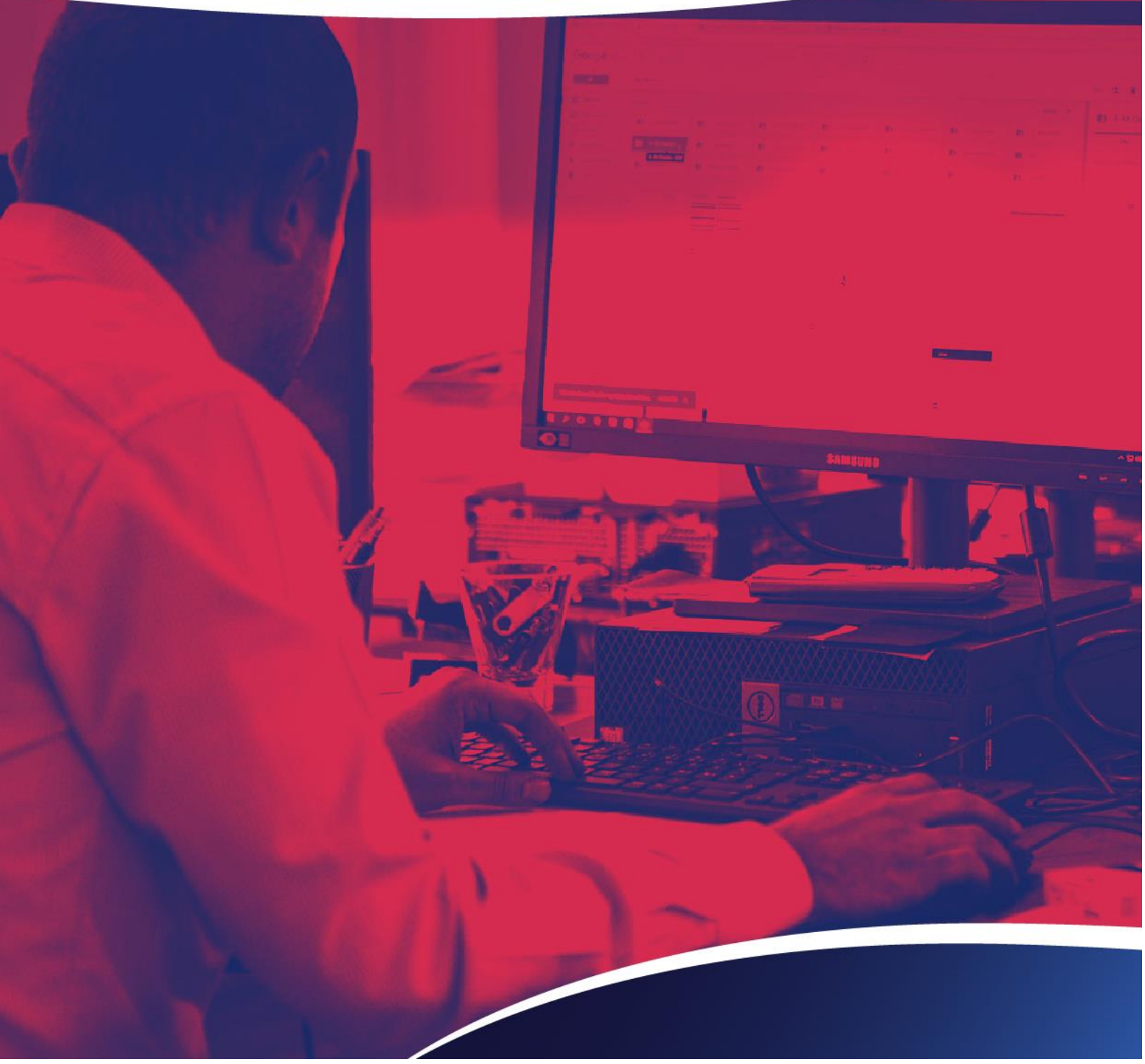
Gwilym Butler
Cabinet Member
for Finance



James Walton
Executive Director
of Resources and
s151 Officer

¹ [Q1 finance report 23-24](#)

Medium Term Financial Strategy – Significant Updates



Inflationary Pressures

The inflationary pressures originally identified in 2022/23 continue to have a cumulative effect across the MTFS period. Inflation levels have remained stubbornly high, impacting on prices for 2024/25.

Pay inflation for 2023/24 was built in but there is a likely shortfall as the pay award is now anticipated to be higher (currently an assumed average 3.88% across all bands, but more in lower bands – due to National Living Wage – and less in higher bands). Carrying this increase forward to next year equated to +£1.8m to be included in the 2024/25 budget. Previously, a 3% increase in the cost of pay had been assumed for 2024/25 and future years. This is expected to increase further for 2024/25 as inflation persists (estimated as +£4.4m against previous provision, although this is highly uncertain). The overall impact of pay inflation for 2024/25, including both the shortfall against assumed increases in 2023/24 and the further increase in 2024/25 is therefore +£6.2m, including both the future impact of the current year negotiations and the further impact of next year's negotiations. (NB – values are for the overall cost to Council budgets, and include employees pay and employers liabilities such as National Insurance Contributions and Pensions Contributions. Percentage increases also refer to changes in levels of provision – not the anticipated outcome of pay negotiations.)

Contract and corporate landlord inflation has previously been built in for an average 3% and has now been uplifted to an average of 9% (although this varies across budget heads). This is based on current levels of RPI and CPI inflation, which may reduce further prior to the start of the financial year. The overall impact on 2024/25 budgets is +£6.1m.

Budget growth pressures

Some of the savings planned to be achieved in the current year are proving challenging to realise. These amount to £4.2m and are set out below. Inclusion in this report is for information, however, and not confirmation of funding in future years as the business planning process will need to consider these alongside other pressures.

Directorate	Unachieved Saving	Amount £m
Place	Staff Turnover and waste (5%)	1.36
	GLR – cashable benefit	0.60
	Rent to University of Chester	0.37
	Decreased us of B&B as temporary accommodation	0.34
	Other	0.32
		2.99
Resources	HB Subsidy loss unachieved re B&B/TA	1.00
Corporate	QICS PFI	0.21
TOTAL		4.20

Figure 1 - current year spending reductions in doubt

Similarly, several areas have been identified as struggling with current budget allocations. These are set out below and total £6.5m. These figures are included in the current update as service pressures but will need to progress through the wider business planning cycle before being approved. Again, inclusion in this report is not confirmation that the pressures will be funded, rather that they will be considered.

Directorate	Budget Pressure	Amount £m
People - Adults	Staff – Regrading of staff	0.32
	Increased employee recharges from Fleet transport	0.30
	Increased ASC transport costs	0.20
	Other	0.19
		1.01
People - Childrens	New Children's Home	0.78
	PLO Support Packages – Court costs	0.60
	Staffing Growth	0.60
	Other	0.28
		2.26
Place	OT equipment	0.20
	SUDS approval body costs (Drainage)	0.20
	B&B costs	0.19
	Other	0.50
		1.09
Resources	HB Subsidy loss add pressures re B&B/TA	0.69
	Staffing Growth	0.48
	Legal Child care pressures	0.28
	Other	0.18
		1.63
Corporate	Reversing previous Insurance Fund contributions	0.49
	Audit fees	0.04
		0.53
TOTAL		6.52

Figure 2- current year base budget pressures where funding is requested for 2024/25

Revised MTFs Summary and Funding Gap

The impact of the inflationary, budgetary, and savings under-delivery pressures is outlined below. The current estimate is that the budget gap for 2024/25 (next financial year) has increased to £23.5m, although this reduces significantly to £5.2m by 2028/29 under current assumptions.

The funding gap is driven by the difference between estimated resources and estimated expenditure, with the level of one-off grants is expected to remain broadly stable across the period (averaging £43m).

Estimated resources in 2023/24 (the current year) are £645m before one-grants are included. This is expected to remain largely unchanged into 2024/25, as £8m of resources arising from collection fund surpluses (collection above anticipated levels for Council Tax and Business Rates) are not anticipated to be repeated, or are already budgeted for, and some one-off grants, such as the Services Grant, are not expected to continue (based on the data published in the February 2023 Local Government Finance Settlement, which included estimates of the funding to be received in 2024/25). This largely offsets resource growth in other areas, such as Council Tax receipts and inflationary uplifts in some social care grants.

Estimated expenditure is anticipated to increase between this year and next year, with slower growth thereafter.

Funding Gap	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £
Estimated resources (incl savings plans)	597,559,628	645,741,039	645,111,310	651,030,403	663,131,750	675,671,937	688,763,528
Estimated expenditure (incl savings plans)	656,496,475	690,271,309	712,144,745	713,232,507	723,761,942	735,005,453	738,507,655
Gap in year	58,936,847	44,530,271	67,033,435	62,202,105	60,630,192	59,333,516	49,744,127
One off Grants							
Improved Better Care Funding	11,863,403	9,896,143	10,252,045	10,618,624	10,996,201	11,385,105	11,785,676
Rural Services Delivery grant	6,940,755	7,757,314	7,757,314	7,757,314	7,757,314	7,757,314	7,757,314
Social Care Grant - One Off	12,619,529	21,547,059	22,193,471	22,859,275	23,545,053	24,251,405	24,978,947
Services Grant	3,521,312	2,065,886	0	0	0	0	0
Market Sustainability and Fair Cost Fund	940,831	3,263,869	3,263,869	0	0	0	0
TOTAL ONE OFF FUNDING	58,936,847	44,530,271	43,466,699	41,235,213	42,298,568	43,393,823	44,521,936
Remaining Gap/(Surplus) to be Funded	0	0	23,566,736	20,966,891	18,331,624	15,939,693	5,222,191

Figure 3 - summary financial gap for the MTFs period

Medium Term Financial Strategy Summary

Estimated Resources	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £
Council Tax	180,285,304	193,577,046	206,590,351	216,277,822	226,419,781	237,036,766	248,152,693
Council Tax Collection Fund Surplus/(Deficit)	2,393,399	2,331,437	0	0	0	0	0
Business Rates:							
Business Rates Collected	35,698,519	38,044,253	44,836,978	45,533,409	46,240,656	46,958,889	47,688,278
Business Rates - Energy Renewable Schemes	1,145,182	1,380,207	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Top Up Grant	10,031,260	11,119,831	11,119,831	11,119,831	11,119,831	11,119,831	11,119,831
Business Rate Collection Fund Surplus/(Deficit)	-11,387,762	1,982,243	0	0	0	0	0
Revenue Support Grant	6,450,404	7,478,634	7,777,779	7,933,335	8,092,001	8,253,841	8,418,918
NET BUDGET	224,616,305	255,913,651	271,324,940	281,864,397	292,872,270	304,369,328	316,379,721
Grants included in Core Funding:							
Improved Better Care Fund	11,863,403	11,863,403	12,219,305	12,585,884	12,963,461	13,352,365	13,752,936
New Homes Bonus	4,651,465	1,747,510	0	0	0	0	0
Rural Services Delivery Grant	6,940,755	7,757,314	7,757,314	7,757,314	7,757,314	7,757,314	7,757,314
Social Care Support Grant	12,619,529	21,547,059	22,193,471	22,859,275	23,545,053	24,251,405	24,978,947
Lower Tier Services Grant	397,338	0					
Market Sustainability and Improvement Funding	940,831	3,263,869	3,263,869	0	0	0	0
Discharge Funding		1,663,231	1,663,231	0	0	0	0
Services Grant	3,521,312	2,065,886	0	0	0	0	0
CORE FUNDING	265,550,937	305,821,923	318,422,130	325,066,870	337,138,098	349,730,411	362,868,918
Local Income							
Fees and charges (including income savings deliverable from prior years)	82,293,304	86,918,240	86,918,240	86,918,240	86,918,240	86,918,240	86,918,240
Other Grants and contributions	30,785,140	33,445,280	33,445,280	33,445,280	33,445,280	33,445,280	33,445,280
Specific Grants (excluding Core Funding Grants above)	209,825,807	209,079,856	195,849,920	195,124,273	195,154,393	195,102,265	195,055,350
Internal Recharges	9,104,440	10,475,740	10,475,740	10,475,740	10,475,740	10,475,740	10,475,740
TOTAL FUNDING	597,559,628	645,741,039	645,111,310	651,030,403	663,131,750	675,671,937	688,763,528

Figure 4 - estimated resources for the MTFS period

Estimated Expenditure	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £
Original Gross Budget Requirement	615,491,946	656,496,475	690,271,309	712,144,745	713,232,507	723,761,942	735,005,453
Inflationary Growth :							
Pay	2,841,967	11,336,970	10,452,858	4,499,091	4,634,064	4,773,086	4,916,278
Apprenticeship Levy	114,200	21,970	27,370	14,930	15,380	15,840	16,320
Pensions	0	-982,060	0	0	0	0	0
Corporate Landlord inflation		2,180,000	805,628	203,575	208,665	213,881	219,228
Contract inflation		23,363,437	11,568,606	3,042,357	3,118,415	3,200,216	3,269,178
Demography & Demand	12,575,656	1,133,830	TBC	TBC	TBC	TBC	TBC
Service Specific Pressures	5,914,099						
Service Specific Pressures		556,270	168,000	-400,000	-500,000		
Ongoing Budget Pressures	8,196,113	7,552,822	10,737,082				
Local Generated Pressures:							
Elections	-740,000			700,000	-700,000		
Specific Grants Changes between years	16,142,601	-154,412	-7,974,562	-4,620,364	1,093,475	1,043,128	1,081,198
Ongoing reduction in New Homes Bonus (pressure)	348,535	2,903,955	1,747,510				
Estimated Cost of Investment - Approved	521,000	508,415	2,032,000	3,104,000	4,452,000		
Additional Staff for Capital Programme	500,000	-500,000					
Adjustment to Gross budget offset by Income changes	2187159	8,631,513					
Contribution to General Fund		19,867,691	0	-10,000,000	-9,867,691		
Contribution to Development Reserve - Transformation		1,000,000			-1,000,000		
MTFS reserve (savings slippage/optimism bias)			4,250,000	14,000,000	-9,250,000	-6,000,000	
Capital Investment/Transformation Fund					15,000,000	6,000,000	-6,000,000
Climate Change/Energy Efficiency Fund					4,000,000	2,000,000	
Savings							
One off saving - Morrissons Lease and Buyout	-1,415,065	1,415,065					
Unachievable Savings agreed in prior years		4,559,010					
Invest to Save Fund for delivery of future savings	103,000	-97,000					
Savings Agreed in Previous Financial Years	-4,771,279	-3,680,737	-11,941,057	-9,455,826	-674,872	-2,640	
Tactical Budget Savings		-8,752,621					
TOM Budget Savings		-15,796,058					
New Savings Proposals		-23,063,885					
TOTAL EXPENDITURE	656,496,475	690,271,309	712,144,745	713,232,507	723,761,942	735,005,453	738,507,655

Figure 5 - estimated expenditure for the MTFS period

Process for Closing the Funding Gap

In the short term, the business planning round for 2024/25 is already under way and will progress through the Autumn. Clearly, spending reductions will continue to be required for next financial year, and their precise extent, and planned mitigation, will be quantified through this process.

A key area of focus is the level of demographic and demand growth in social care (marked in the table above as “TBC”). This is a pressure across local government as a sector, and we are not different in that respect. Work is in hand to identify the overall level of pressure and the mitigations which can be identified to reduce that pressure – particularly, ensuring that management of client needs is put in place sufficiently early.

In parallel, preparations for delivery of improved and more efficient operating models in all council services are also in place, and TOM projects designed to support long term sustainability are being worked through in greater detail, for delivery across the MTFS period.

The Council can then continue to develop its longer term strategic plans to encourage economic growth, improved resource position through growth within the taxbase, and manage growth pressure through early intervention and prevention strategies.

Movement in 2024/25 estimates from the March Council MTFS

The following tables show the movement in estimates for the 2024/24 financial year from the March 2023 MTFS agreed by Full Council to the current estimates at October 2023.

Overall, it shows a deterioration of £22.5m to a potential gap of £23.6m. This change is due to a small loss in estimated resources, and a more significant increase in estimated expenditure driven by pay and prices inflation and some budget growth pressures.

Funding Gap	2024/25 @	Movement	2024/25 @
	Mar Council		Oct Cabinet
	£	£	£
Resources (incl savings plans)	646,324,105	-1,212,795	645,111,310
Expenditure (incl savings plans)	690,887,339	21,257,406	712,144,745
Gap in year	44,563,234	22,470,200	67,033,435
One off Grants & Reserves:			
Improved Better Care Funding	-10,252,045	0	-10,252,045
Rural Services Delivery grant	-7,757,314	0	-7,757,314
Social Care Grant - One Off	-22,193,471	0	-22,193,471
Services Grant	0	0	0
Market Sustainability and Fair Cost Fund	-3,263,869	0	-3,263,869
TOTAL ONE OFF FUNDING	-43,466,699	0	-43,466,699
Remaining Gap/(Surplus) to be Funded	1,096,535	22,470,200	23,566,736

Figure 6 - movement in the estimated 2024/25 gap from March to April estimates

The change in estimated resources is the net impact of larger movements with some loss in anticipated funding, plus some additional funding arising from new funding streams as well as inflationary uplifts for pre-existing grants.

Estimated Resources	2024/25 @ Mar Council £	Movement £	2024/25 @ Oct Cabinet £
Council Tax	206,590,351	0	206,590,351
Council Tax Collection Fund Surplus/(Deficit)	0	0	0
Business Rates:			
Business Rates Collected	44,836,978	0	44,836,978
Business Rates - Energy Renewable Schemes	1,000,000	0	1,000,000
Top Up Grant	11,119,831	0	11,119,831
Business Rate Collection Fund Surplus/(Deficit)	0	0	0
Revenue Support Grant	7,478,634	299,145	7,777,779
NET BUDGET	271,025,795	299,145	271,324,940
Grants included in Core Funding:			
Improved Better Care Fund	10,252,045	1,967,260	12,219,305
New Homes Bonus	0	0	0
Rural Services Delivery Grant	7,757,314	0	7,757,314
Social Care Support Grant	22,193,471	0	22,193,471
Market Sustainability and Improvement Funding	3,263,869	0	3,263,869
Discharge Funding	0	1,663,231	1,663,231
Services Grant	0	0	0
CORE FUNDING	314,492,494	3,929,636	318,422,130
Local Income			
Fees and charges (including income savings deliverable from prior years)	86,918,240	0	86,918,240
Other Grants and contributions	33,445,280	0	33,445,280
Specific Grants (excluding Core Funding Grants above)	200,992,351	-5,142,431	195,849,920
Internal Recharges	10,475,740	0	10,475,740
TOTAL FUNDING	646,324,105	-1,212,795	645,111,310

Figure 7 - movement in the estimated resources from March to October estimates

The change in estimated expenditure is due to pay and price inflation, as set out above, as well as some budget savings now not expected to be fully achieved.

Estimated Expenditure	2024/25 @	Movement	2024/25 @
	Mar Council £		Oct Cabinet £
Original Gross Budget Requirement	690,271,309	0	690,271,309
Inflationary Growth :			
Pay	3,968,420	6,484,438	10,452,858
Apprenticeship Levy	14,110	13,260	27,370
Pensions	305,669	-305,669	0
Corporate Landlord inflation	185,447	620,181	805,628
Contract inflation	6,059,096	5,509,510	11,568,606
Demography & Demand	289,455	TBC	TBC
Service Specific Pressures			
Service Specific Pressures	168,000	0	168,000
Ongoing Budget Pressures	0	10,737,082	10,737,082
Local Generated Pressures:			
Specific Grants Changes between years	-6,462,621	-1,511,941	-7,974,562
Ongoing reduction in New Homes Bonus (pressure)	1,747,510	0	1,747,510
Grants Rolled into RSG, Core Funding	0	0	0
Estimated Cost of Investment - <i>Approved</i>	2,032,000	0	2,032,000
Contribution to General Fund	0	0	0
Contribution to Development Reserve - Transformation		0	0
MTFS reserve (savings slippage/optimism bias)	4,250,000	0	4,250,000
Savings			
<i>Savings Agreed in Previous Financial Years</i>	<i>-2,279,811</i>	<i>-9,661,246</i>	<i>-11,941,057</i>
<i>Tactical Budget Savings</i>	<i>-2,788,000</i>	<i>2,788,000</i>	<i>0</i>
<i>TOM Budget Savings</i>	<i>-7,143,796</i>	<i>7,143,796</i>	<i>0</i>
<i>New Savings Proposals</i>	<i>270,550</i>	<i>-270,550</i>	<i>0</i>
TOTAL EXPENDITURE	690,887,339	21,257,406	712,144,745

Figure 8 - movement in estimated expenditure from March to October estimates

Financial Stability; Reserves and balances



General Fund Balance

The General Fund Balance (GFB) held as at 1 April 2023 is £27.0m.

The balance held of £27m is comprised of £7m brought forward (as set out in the 2022/23 Finance Outturn report²) plus £19.9m contribution identified in the 2023/24 budget³.

The Council is working to ensure that the General Fund Balance is protected at a level of at least £20m from 2024/25, to ensure a greater level of overall financial resilience. This can be achieved through:

- contributions into the balance (as above)
- measures to reduce future calls on the GFB such as wider rebalancing of council budgets and reduction of likely risks
- review of earmarked reserves (the GFB is an unearmarked reserve), with reallocation of some balances into the GFB where this is permissible and appropriate.

Scope exists for a further contribution of £19.9m to the GFB in at the start of 2024/25, but this is under review.

Earmarked Reserves

The Council has assumed in previous financial strategies that it would use earmarked reserves, particularly the Financial Strategy Reserve, to help balance the budget. The Financial Strategy Reserve was fully applied in 2022/23 and remains at zero in 2023/24. The March 2023 MTFS does however provide for a £4m contribution to be made in 2024/25.

The total value in Earmarked Reserves as at 1 April 2022 was £79.2m, and was £31.7m at 1 April 2023 (excluding schools related reserves).

The Council's March 2023 financial strategy includes provision to replenish reserves, although the exact level will depend on the progress made in rebalancing the budget. This will afford the Council the resources to be able to deal with unexpected challenges, and investment in further transformation and improvement of its services

² [Finance outturn 2022/23](#)

³ [MTFS 2023-24 - 2027-28](#)

Attachment 1 – Spending reduction measures included in the March 2023 MTFs, with updates on progress and, where needed, indication of Member approval being requested for proposed changes

Savings Reference	Directorate	Description of Saving	2023/24 £	Status (delivered i.e. in year to date; in delivery - delivery through remainder of the year; under review - delivery is in doubt, or not yet fully planned)	Member approval requested (due to change of plan and materiality, where > £1m requires Full Council approval; £0.5m-£1m requires Cabinet approval, and under £0.5m can be made within Officer delegations)
POL05	Place	Installation of battery units at Shirehall and Theatre Severn to store electricity generated from rooftop photovoltaic cell installations, to support reduced local energy use from the Grid and more locally generated energy, and to replace 'selling back' energy to the Grid.	-75,000	revised delivery (reduced use of utilities in corporate buildings) - plan in place	N
POL06	Place	Reduce small grant funding to local groups	-25,000	delivered	N
POL07	Place	Review of collection charges for bulky waste	-15,000	delivered	N
POL08	Place	Savings in the Museum Service	0		N
EFF44	Place	Review PFI contract costs to secure greater efficiency	-4,286,240	delivered	N
EFF101	Place	Target Operating Model - staffing budget turnover and wastage increase by 5% (year-end review).	-1,356,450	under review	N
EFF105	Place	Target Operating Model/Workforce Strategy - Getting Leadership Right - cashable benefit of improved organisation-wide performance management	-595,230	under review	N
EFF18	Place	Decreased use of B&B accommodation as temporary accommodation for 2022/23 (including associated costs) in view of current action to reduce or divert demand.	-344,000	under review	N
EFF51	Place	Shopping Centres - Pride Hill and Riverside base budget reduced as not required once the demolition works begin. To be reinstated in 2026-27	-265,450	delivered	N
EFF46	Place	Increased charges for car parking including changes to permit schemes and some reduction in concessions.	-2,000,000	delivered	N
EFF60	Place	Increased income generation by Register Office	-60,000	plan in place	N
EFF61	Place	Registrars and Estates increased income	-50,000	plan in place	N
EFF66	Place	Increased income generation within Museums and Archives	-10,000	plan in place	N
EFF45	Place	Charge staffing costs to capital budgets where possible and appropriate (capital project support or transformation of revenue services).	-2,019,310	in delivery	N
EFF49	Place	Removal of budgets for vacant posts (avg. 3%)	-818,850	in delivery	N
EFF48	Place	Review application of grant funding.	-976,000	delivered	N
EFF50	Place	Fees and charges increased in line with cost inflation.	-426,060	in delivery	N
EFF55	Place	Revised service structure for Communities, Leisure and Tourism functions.	-105,000	in delivery	N
EFF17	Place	Review of support contracts	-346,620	in delivery	N
EFF58	Place	Review of housing costs and attribution to general fund functions versus attribution to Housing Revenue Account.	-80,000	in delivery	N
EFF09	Place	Removal of budgets for vacant posts (avg. 3%)	-77,020	delivered	N
EFF28	Place	Increase private sector housing fees	-100,000	in delivery	N
EFF26	Place	Use external grant funding to support staff costs	-136,680	in delivery	N
EFF56	Place	Revise Shire Services cleaning contracts to improve efficiency and reduce net costs.	-100,000	in delivery	N
EFF59	Place	Review of youth centres and other accommodation used for youth activities	-69,300	in delivery	N
EFF64	Place	Enhanced income through use of Planning Performance Agreements and increased fees	-25,000	in delivery	N
EFF36	Place	Optimise Occupational Therapy service delivery by ending 'just checking' contract.	-30,000	in delivery	N
EFF47	Place	Once-only use of adverse weather reserves while other savings plans are put into place.	-1,561,000	delivered	N
EFF52	Place	Reshape Planning Services to become closer to cost neutral by 2025/26	-200,000	delivered	N
EFF24	Place	Review the Independent Living Service to ensure value for money.	-150,000	delivered	N
EFF53	Place	Public Health funding to increase health improvement benefits through leisure services.	-140,000	delivered	N
EFF54	Place	Repurposing unclaimed developer bonds.	-125,000	delivered	N
EFF57	Place	Increased efficiency in drainage maintenance operations	-100,000	delivered	N
EFF33	Place	Improve value for money of housing security provision	-74,000	delivered	N
EFF62	Place	Recovery of insurance costs (prev. agreed)	-30,000	delivered	N
EFF63	Place	Recovery of insurance costs (additional to EFF62)	-30,000	delivered	N
EFF65	Place	Enhanced income through the commercial activities in the Natural and Historic Environment Team.	-30,000	delivered	N
EFF77	Place	Change to staff charges to CDL/Cornovii (reduced charges to CDL, increased costs to the Council)	40,980	delivered	N

Medium Term Financial Strategy Summary

POL01	People	Review the transport arrangements for SEND education placements to ensure efficient use of resources whilst providing appropriate support.	-100,000	in delivery	N
POL03	People	Review the transport arrangements for placements at the Tuition Medical Behaviour Support Service to ensure efficient use of resources.	-202,000	in delivery	N
EFF101	People	Target Operating Model - staffing budget turnover and wastage increase by 5% (year-end review).	-2,589,430	under review	N
EFF10	People	Managing predicted growth	-1,300,000	no longer achievable - fully mitigated through over achievement of EFF06 and EFF07	Y
EFF11	People	Increase numbers of local foster carers to enable reductions in independent foster care costs (local foster carers, engaged by the Council, are less costly than independent foster carers)	-1,000,000	plan in place	N
EFF13	People	Reduce numbers of childcare placements in long-term residential placements, where appropriate ('Stepping Stones' project, implementing the proven North Yorkshire model of children's social care management).	-1,000,000	in delivery	N
EFF14	People	Prevent the need for residential care	-832,198	under review	N
EFF105	People	Target Operating Model/Workforce Strategy - Getting Leadership Right - cashable benefit of improved organisation-wide performance management	-722,220	under review	N
EFF09	People	Removal of budgets for vacant posts (avg. 3%)	-1,247,980	in delivery	N
EFF21	People	Review exceptionally high-cost children's residential care placements to identify the optimum care arrangements for each child, reflecting their changing levels of need.	-250,000	plan in place	N
EFF22	People	Review care at home model.	-240,437	under review	N
EFF23	People	Review the Council contribution to maintained school redundancy costs.	-180,000	delivered	N
EFF30	People	Review funding arrangements across Learning and Skills to maximise the use of the Central School Services Block (CSSB) grant funding, in line with Government guidance, to rebalance the Council contribution to the service.	-86,180	delivered	N
EFF34	People	Review service model to deliver wellbeing training and capacity building offer.	-66,610	delivered	N
EFF37	People	Review the 'Enhance' contract	-21,000	delivered	N
EFF07	People	Review care at home model	-2,759,563	in delivery	N
EFF12	People	Review supported living model	-1,000,000	in delivery	N
EFF20	People	Reduce transport costs through improved efficiencies	-300,000	in delivery	N
EFF27	People	Review of arrangements for personal budgets	-110,000	in delivery	N
EFF35	People	Charge for sourcing care to self funders	-43,000	plan in place - part of this target is now being achieved through over achievement of EFF06	N
EFF40	People	Contract review for supported living	-7,480	under review	N
EFF06	People	Expand and enhance reablement model to improve people's outcomes get better and to remain independent.	-3,844,860	in delivery	N
EFF08	People	Review client contributions in line with national guidance	-1,800,000	in delivery	N
EFF15	People	Deliver efficiencies across the ISF model	-500,000	in delivery	N
EFF19	People	Develop flexible support model to support people to remain at home	-325,000	in delivery	N
EFF25	People	Increase joint training opportunities.	-150,000	in delivery	N
EFF32	People	Review of Day Services model.	-75,000	in delivery	N
EFF41	People	Increase Fees and Charges relating to Day Services	-7,000	in delivery	N
EFF42	People	Remove use of external venues	-5,000	in delivery	N
EFF16	People	Improving public health to reduce social care costs	-500,000	delivered	N
EFF29	People	Review the 'Enable' services budget	-88,000	delivered	N
EFF31	People	Review grants (non-statutory)	-80,000	delivered	N
EFF38	People	Review of Enable	-12,000	delivered	N
EFF39	People	Review of care packages jointly funded with health services	-10,000	target overachieved and mitigates inability to fully deliver EFF08.	N
EFF101	Health	Target Operating Model - staffing budget turnover and wastage increase by 5% (year-end review).	-111,550	delivered	N
EFF04	Health	Review future model of pest control delivery	-40,000	delivered	N
EFF01	Health	Review application of grant funds	-218,930	delivered	N
EFF02	Health	Additional capacity to support transformation programme	-128,960	delivered	N
EFF105	Health	Target Operating Model/Workforce Strategy - Getting Leadership Right - cashable benefit of improved organisation-wide performance management	-87,310	delivered	N
EFF03	Health	Removal of budgets for vacant posts (avg. 3%)	-61,420	delivered	N
EFF05	Health	Reduce the cost by providing the minimum statutory duty for Public Health Funerals.	-5,000	delivered	N

Medium Term Financial Strategy Summary

EFF101	Health	Target Operating Model - staffing budget turnover and wastage increase by 5% (year-end review).	-111,550	delivered	N
EFF04	Health	Review future model of pest control delivery	-40,000	delivered	N
EFF01	Health	Review application of grant funds	-218,930	delivered	N
EFF02	Health	Additional capacity to support transformation programme	-128,960	delivered	N
EFF105	Health	Target Operating Model/Workforce Strategy - Getting Leadership Right - cashable benefit of improved organisation-wide performance management	-87,310	delivered	N
EFF03	Health	Removal of budgets for vacant posts (avg. 3%)	-61,420	delivered	N
EFF05	Health	Reduce the cost by providing the minimum statutory duty for Public Health Funerals.	-5,000	delivered	N
EFF78	Resources	Review of customer contact teams across the Council - Channel shifting to promote more streamlined and cost-efficient responses.	-1,112,000	under review - partial delivery planned in year, with further delivery identified for next year; review to seek to bring forward benefit into the current year.	N
EFF79	Resources	Reduce housing benefit subsidy loss arising from use of expensive bed and breakfast accommodation (reverses budget growth from 2021/22 into 2022/23)	-1,000,000	under review - partial delivery planned in year arising from negotiated reduced B&B rates for TA. Further mitigations being pursued to ensure that services to housing and schools are recovered at full cost (i.e. on a nil gain or loss to either party) approach - some cross-charging not reviewed in recent years)	N
EFF101	Resources	Target Operating Model - staffing budget turnover and wastage increase by 5% (year-end review).	-942,570	in delivery	N
EFF105	Resources	Target Operating Model/Workforce Strategy - Getting Leadership Right - cashable benefit of improved organisation-wide performance management	-595,250	in delivery	N
EFF87	Resources	Operating Model - Digital County - Reduce/remove uneconomical Service Delivery	-100,000	under review	N
EFF88	Resources	Review of single person discount and housing benefit applications against data warehouse to reduce error and fraud.	-100,000	under review	N
EFF89	Resources	CCTV provision and management - Seek partner funding contributions	-75,000	under review	N
EFF82	Resources	Legal and Governance restructure to include deletion of some vacant posts and the movement of others into transformation	-231,850	largely delivered - some under-delivery to be mitigated	N
EFF86	Resources	Contract rebates and spending reductions	-129,500	in delivery	N
EFF81	Resources	New Operating Model - Charge staffing costs delivering transformation to capital budgets where possible and appropriate (Workforce and Improvement).	-645,222	in delivery	N
EFF80	Resources	Removal of budgets for vacant posts (avg. 3%)	-717,730	delivered	N
EFF85	Resources	Income savings from 22/23 - 26/27 Capital Strategy (ICT Equipment Replacement Fund)	-130,000	delivered	N
EFF83	Resources	New Operating Model - Charge staffing costs to capital budgets where possible and appropriate (Legal and Democratic).	-57,330	delivered	N
EFF90	Resources	Review of ICT contracts to streamline supplier use	-50,000	delivered	N
EFF91	Resources	Full recovery of legal and other recovery costs for unpaid council tax and business rates	-46,000	delivered	N
EFF92	Resources	Review use of Customer Relationship Management system	-25,000	delivered	N
EFF93	Resources	Increase fees and charges in line with cost inflation	-21,000	delivered	N
EFF84	Resources	New Operating Model - Charge staffing costs to capital budgets where possible and appropriate (Finance and IT).	-20,740	delivered	N
EFF94	Resources	Reduce use of printers and copiers (Multi-Functional Devices - MFDs)	-12,000	delivered	N
EFF95	Resources	Complete migration to SharePoint document management and sharing software	-10,000	delivered	N
EFF96	Resources	SMS reminder - Debt recovery (council tax)	-6,000	delivered	N
EFF100	Corporate	Review PFI contract costs to secure greater efficiency	-213,760	under review	N
EFF102	Corporate	Target Operating Model - sixty projects already identified but benefits not yet costed; estimated benefits of £0.050m per project.	nil	March MTFS target of £3m. Deferred following review of TOM planning maturity and alignment with wider objectives. Replaced by EFF108 and increased EFF105	Y
EFF103	Corporate	Target Operating Model - Transformation partner delivers 4 x end-to-end process reviews yielding £0.5m per project.	-2,000,000	under review	N
EFF106	Corporate	Budget review – treasury investment returns.	-700,000	in delivery	N
EFF107	Corporate	Contract Spend Analysis and Contract Management Review	-250,000	delivered	N
EFF108	Corporate	Application of corporate grants	-2,000,000	- review of existing and new grants to ensure that full potential benefit of delivery cost allowances are recovered, with a target value of £2m (i.e. full mitigation)	Y
EFF104	Corporate	Increase interest receivable budgets based on changing bank rates	-1,300,000	delivered	N
EFF105	Corporate	Target Operating Model/Workforce Strategy - Getting Leadership Right - cashable benefit of improved organisation-wide performance management	-2,000,000	. Target originally £1m, with £1m in next financial year. The two years are now brought together, so total target of £2m. In delivery, but under review.	Y
			-53,390,310		