

Medium Term Financial Strategy 2022/23 - 2025/26 - 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	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	2022/23 Potential FTE Reduction	Primary Strategy Category Chose from drop down	Delivery Risk Rating Chose From Drop down	Status
Emily Darlington	Adult Services	S22-1L	S076-N	Reduction	Victoria Collins	Homeless Prevention & Access - Reduction in number of families and individuals in temporary accommodation by move onto Assured Shorthold Tenancy or Flexible Tenancy arrangement, reduction in nightly rates and length of stay in accommodation and more focus on prevention, in areas such as domestic violence, family breakdown. This is the second year of the multi-year invest to save proposal.	Significant impact on Nightly Lets rental sector which provide very bad value currently. This can be mitigated where Landlords will be given the opportunity to switch to the new Assured Shorthold Tenancy or Flexible Tenancy arrangements. Net saving position disclosed in schedule.		-22	-649	-815	-956	0.00	Thinking Differently	Amber	Revised
Emily Darlington	Adult Services	S22-2L		Reduction	Victoria Collins	Homeless Prevention & Access - in order to deliver the invest to save proposals (S22-1L), additional staff were required to be able to deliver this but as the demand in the service reduces (in line with assumptions in the business case) and therefore staffing in the service can be scaled down to align with new levels of demand.	Saving is the ending of Invest to Save establishment posts which are currently funded to deliver the overall saving.	No impact as the Invest to Save should be delivered.	0	0	0	-554	0.00	Thinking Differently	Amber	Revised
Emily Darlington	Adult Services	S22-3N		Reduction	Victoria Collins	Direct Payment - creation of a new Community Support team, pilot funded from one-off underspends, has now been requested to include in the base budget. This pressure can be found in Annex A (P22-6N), this pressure will be mitigated with a reduction in the Direct Payment budget.	The CST will work alongside the Mental Health team to improve collaborative working, the sharing of best practice, robust risk management and develop stronger management relationships.	No impact	-316	0	0	0	0.00	Working Together	Green	New
Emily Darlington	Adult Services	S22-18N	P010-N	Income Growth	Victoria Collins	Internal Day Care Income (COVID-19) - reversal of pressure on income due to CHC funded clients not attending day services due to the impacts of COVID.	Although there may be still some income loss 22/23 if day services continue to operate at reduced capacity, it is anticipated this can be offset by staff vacancies and decreased spend on catering provisions.	No impact	-315	0	0	0	0.00	Working Together	Green	New
Emily Darlington	Adult Services	S22-4L	S051-L	Reduction	Victoria Collins	Social Care & Homelessness - efficiencies through managing demand. This saving was previously included in the MTFP for £1.000m saving put forward for Social Care Integration. This was revised in 2020/21 to deliver the saving in the following years: £0.250m to be delivered in 2020/21 (achieved), £0.250m to be delivered in 2021/22 and £0.500m to be delivered in 2022/23. The saving for 2021/22 has also been achieved through a reduction in demand for care delivered through direct payments.	Minimal as demand for Direct Payment packages has decreased.	No impact	-500	0	0	0	0.00	Working Together	Green	Previously agreed
Emily Darlington	Adult Services	S22-5N		Reduction	Victoria Collins	Extracare Village - the Extracare Village Homecare Contract is a block contract which budget was based on 50 placements. Over the last few years we have had a low number of placements and therefore a saving has resulted.	Minimal as placement numbers have declined to 16 .	No impact	-40	0	0	0	0.00	Thinking Differently	Green	New
						Total Adult Services			-1,193	-649	-815	-1,510	0			
						Total Children's Services			0	0	0	0	0.00			
						Total Public Health			0	0	0	0	0.00			
						Total Partnerships & Communications			0	0	0	0	0.00			
						Total Finance & Resources			0	0	0	0.00	0.00			
						Total Chief Executive, Social Care and Housing			-1,193	-649	-815	-1,510	0.00			
						Total Law and Governance			0	0	0	0	0.00			
Pete Marland	Planning & Placemaking	S22-6N		Income Growth	Paul Thomas	Land Charges Income - land charges income has been in excess of budget for two years and therefore there is additional income of £0.100m that could be added to the budget. The service have proposed using 0.054m of this to invest in additional staff but this is currently on the list of general pressures subject to review.	In 2019/20 some of the Land Charges responsibility was transferred to central government and the income budget was reduced by £0.200m. The last 3 years have shown that this was too much of a reduction so the budget is now being increased by £0.100m.	No impact	-100	0	0	0	0.00	Thinking Differently	Green	New

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Pete Marland	Planning & Placemaking	S22-7L	P030-N	Income Growth	Paul Thomas	Planning Income (COVID-19)- there was a decline as a result of the pandemic and a partial recovery was anticipated in 2022/23. The income budget was increased by £0.337m but analysis of income trends indicate that this can be increased to £0.656m.			-656	0	0	0	0.00	Thinking Differently	Green	Revised
Total Planning & Placemaking									-756	0	0	0	0.00			
Rob Middleton	Environment and Property	S22-8L	S060-L	Reduction	Stuart Proffitt	Saxon Court savings (S13 2017/18) - sale was originally planned for 20/21. The sale has now been agreed and the council will vacate the building in March 22. This is later than previously budgeted and the savings proposal reflects the full year value.	No impact on service delivery	No impact	-163	0	0	0	0.00	Thinking Differently	Green	Revised
Jenny Marklew-Wilson	Environment and Property	S22-9L	S061-L	Reduction	Stuart Proffitt	Closure of the Theatre Car Park - closure approved in Delegated Decision 17 November 2020. The saving has been slipped to 23/24 as NNDR will still be payable up until the point the car park is sold.	No impact on service delivery	The number of sessions in the theatre car park has fallen from around 450,000 sessions a year in 2017/18 to about 300,000 in 2019/20, a 33% drop. This mirrors the changing level of shopping provision in that area of the centre and the provision of new private car parking facilities. When the car park closes, there will be both other MKC on street spaces to take up the demand along with private provision, such as the John Lewis car park	0	-103	0	0	0.00	Being Smarter	Green	Revised
Rob Middleton	Environment and Property	S22-10L	S078-L	Income Growth	Stuart Proffitt	Brooklands Health Centre - the occupancy at the new medical centre was not as high as expected when the property was built and a pressure to cover debt charges was built into the 2020/21 budget. Further tenants have been secured generating additional rental income in 2022/23.	No impact, tenants have been secured.	No impact.	-20	0	0	0	0.00	Being Smarter	Green	Revised
Emily Darlington	Environment and Property	S22-11L	S079-L	Reduction	Stuart Proffitt	Tree Insurance Work - funding was added to the base budget in 20/21 to respond to the findings for recent investment in the tree survey. Responsive actions to work to treat, remove and replace trees in areas so that insurance risk can be mitigated have been actioned, reducing the future budget requirement.	Savings to the base are possible as high risk areas have been completed in 20/21	No impact.	-25	0	0	0	0.00	Thinking Differently	Green	Previously agreed
Jenny Marklew-Wilson	Environment and Property	S22-12N		Income Growth	Stuart Proffitt	Car Parking income - a pressure was built into the budget for 21/22 following the dramatic fall in car parking income during the pandemic. A pressure of £8.64m was included. However, the income has recovered better than expected and, based on average monthly income for August and September, the income budget is to be increased.	No impact on service delivery	No impact	-2,626	0	0	0	0.00	Thinking Differently	Green	New
Lauren Townsend	Environment and Property	S22-13N		Reduction	Stuart Proffitt	Household Waste Recycling Centres - introduction of Automatic Number Plate Recognition (ANPR), by continuing with the booking system but introducing ANPR to check compliance rather than the need for staff managing the process at the gate will result a saving.	The ANPR system will allow the booking system to continue but will prevent the need for added staff on the gate to ensure compliance.		-100	-20	0	0	0.00	Thinking Differently	Green	New
Jenny Marklew-Wilson	Environment and Property	S22-19N		Reduction	Stuart Proffitt	Parking Contract - contract efficiencies due to the introduction of ANPR for parking enforcement	No impact on current service delivery	No impact	-50	0	0	0	0.00	Thinking Differently	Green	New
Jenny Marklew-Wilson	Environment and Property	S22-20L		Reduction	Stuart Proffitt	Community Transport - efficiencies from the change in the community transport offer.	No impact on current service delivery	No impact	-100	0	0	0	0.00	Thinking Differently	Green	New
Total Environment and Property									-3,084	-123	0	0	0.00			
Total Corporate and Deputy Chief Executive									-3,840	-123	0	0	0.00			
Rob Middleton	All	S22-14L	S056-L	Reduction	Michael Bracey	Smarter Working - to improve productivity efficiency across the organisation (detailed proposals are being worked up).			-200	-457	0	0	tbc	Being Smarter	Amber	Previously agreed
Rob Middleton	Environment and Property	S22-15L	S064-L	Income Growth	Stuart Proffitt	Property Commercialisation - this will be delivered by MKDP via the Accountability Framework and through commercial activity.	The 2020/21 target of £0.500m is being delivered by MKDP as part of their Investment Strategy.	The commercial market place has seen a down turn following on from COVID, these savings have been deferred on the assumption that the market will recover in a few years time.	0	-500	-250	0	0.00	Thinking Differently	Amber	Previously agreed
Rob Middleton	Environment and Property	S22-16L	S065-N	Reduction	Stuart Proffitt	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 linked to a move to 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 this change carefully, with proper consideration 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.	-23	-150	0	0	0.00	Thinking Differently	Green	Revised
Total Management Action Plan									-223	-1,107	-250	0	0.00			
GRAND TOTAL									-5,256	-1,879	-1,065	-1,510	0.00			

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