

**Adult Social Care**

MTFS Growth			Budget Change			
Service	Description		2018-19 Budget Change (£000's)	2019-20 Budget Change Cumulative (£000's)	2020-21 Budget Change Cumulative (£000's)	2021-22 Budget Change Cumulative (£000's)
All	Departmental growth arising from demographic pressures and increased costs of social care		1,249	1,249	1,249	1,249
<b>Total Growth</b>			<b>1,249</b>	<b>1,249</b>	<b>1,249</b>	<b>1,249</b>

MTFS Savings		Delivery Risk (R-A-G)	Budget Change			
Service	Description		2018-19 Budget Change (£000's)	2019-20 Budget Change Cumulative (£000's)	2020-21 Budget Change Cumulative (£000's)	2021-22 Budget Change Cumulative (£000's)
Integrated Care	Promoting Independence through social work practice. Reduction in Community Care spend as the council facilitates individual care and support plans for residents. Forensic assessment of where payments are not aligned to services provided for residents.	Medium	(747)	(1,397)	(1,397)	(1,397)
Strategic Commissioning & Enterprise	Major re-commissioning projects in the areas of Learning Disabilities Accommodation and Support; Mental Health Accommodation and Support. Day Care Services and Extra Care Housing.	Medium	(505)	(505)	(505)	(505)
Strategic Commissioning & Enterprise	An in-depth value for money assessment of the councils in-house care and support service portfolio	High	(75)	(75)	(75)	(75)
Strategic Commissioning & Enterprise	Dynamic Purchasing System.	Medium	(100)	(100)	(100)	(100)
Integrated Care	Improved transition and promoting independence.	Medium	(310)	(465)	(465)	(465)
Strategic Commissioning & Enterprise	Review of supporting housing programme	Medium	(130)	(130)	(130)	(130)
Strategic Commissioning & Enterprise	Improved targeting of prevention services and increased emphasis on using community assets to deliver better services for residents	Medium	(150)	(150)	(150)	(150)
Director	The Whole Systems Integration Programme with the NHS.	Medium	(700)	(700)	(700)	(700)
All	Review of workforce costs moving into single borough arrangement	Medium	(100)	(100)	(100)	(100)
Asset Based Approach to Transport	Transport: Review transport provision and policy across care type and consider opportunities to promote independence wherever possible.	Medium	(99)	(110)	(120)	(120)
<b>Total Savings</b>			<b>(2,916)</b>	<b>(3,732)</b>	<b>(3,742)</b>	<b>(3,742)</b>

**Childrens Services**

MTFS Growth		Budget Change				
Service	Description	2018-19 Budget Change (£000's)	2019-20 Budget Change Cumulative (£000's)	2020-21 Budget Change Cumulative (£000's)	2021-22 Budget Change Cumulative (£000's)	
Queens Manor Resource Centre	Project and specialist resources to develop the service offer of the Resource Centre for disabled children and their family	450	450	450	450	
Children's and Adults - Travel Care and Support Contract	Extra cost above approved 17/18 growth of £270k. Approved through Leaders Urgency March 2017	344	344	344	344	
Education	Developing a world class SEN Service, significantly improving the service received by residents	290	290	290	0	
Family Services	Care Leavers Support	105	85	85	85	
Family Services	Dubs children (unaccompanied child refugees)	239	298	313	313	
Family Services	Contact and Assessment Team Management	212	212	212	212	
Commissioning	Onside Youth Service	0	400	400	400	
Education	Travel Care & Support	163	163	163	163	
<b>Total Growth</b>		<b>1,803</b>	<b>2,242</b>	<b>2,257</b>	<b>1,967</b>	

MTFS Savings		Delivery Risk (R-A-G)	Budget Change			
Service	Description		2018-19 Budget Change (£000's)	2019-20 Budget Change Cumulative (£000's)	2020-21 Budget Change Cumulative (£000's)	2021-22 Budget Change Cumulative (£000's)
Family Services/Commissioning	Integrated Family Support Services (see cabinet report on 10th October 2016)	Medium	(1,000)	(1,000)	(1,000)	(1,000)
Family Services	Maximising Social Care Effectiveness (see cabinet report on 7th November 2016)	Medium	(644)	(1,248)	(1,748)	(1,748)
Family Services	Securing social housing placements for vulnerable young people to reduce payments to private landlords	Medium	(200)	(200)	(200)	(200)
Family Services	Efficiencies to Legal Costs	Medium	(50)	(50)	(50)	(50)
Family Services	Recognising existing budget underspend due to reduced number of placements	Low	(75)	(75)	(75)	(75)
Education	Travel Care and Support – Travel Training	Medium	(67)	(67)	(67)	(67)
Education	Traded Income to Schools – Education Psychology	Low	(50)	(50)	(50)	(50)
<b>Total Savings</b>			<b>(2,086)</b>	<b>(2,690)</b>	<b>(3,190)</b>	<b>(3,190)</b>

**Environmental Services**

MTFS Growth		Budget Change			
Service	Description	2018-19 Budget Change (£000's)	2019-20 Budget Change Cumulative (£000's)	2020-21 Budget Change Cumulative (£000's)	2021-22 Budget Change Cumulative (£000's)
Emergency Planning	Contribution agreed by all London Borough chief executives. Permanent budget therefore required	15	15	15	15
Environmental Health - Residential	Increase Corporate Health & Safety Officers by 1 FTE (£65k) as well as strengthen management training (£15k) and external audit support from independent specialists (£20k). The additional resource will help the organisation work towards providing assurance and confidence to staff and the public that it is compliant with health and safety law around the services it provides, safe housing (permanent and temporary) for residents, robust client management of third parties (waste/housing/parks etc), safe corporate buildings for staff and users, and protection of staff and managers from corporate manslaughter.	100	100	100	100
Civic Accommodation	LBHF leases 145-155 King Street under a commercial lease in which the rent is due to be reviewed. The growth provides for the worst case result of a an increased rent arising from the review process.	280	280	280	280
<b>Total Growth</b>		<b>395</b>	<b>395</b>	<b>395</b>	<b>395</b>

MTFS Savings		Budget Change				
Service	Description	Delivery Risk (R-A-G)	2018-19 Budget Change (£000's)	2019-20 Budget Change Cumulative (£000's)	2020-21 Budget Change Cumulative (£000's)	2021-22 Budget Change Cumulative (£000's)
Transport & Highways	Cycle street furniture advertising initiative	High	(50)	(75)	(75)	(75)
Transport & Highways	Transport Planning Consultancy	High	(10)	(11)	(11)	(11)
Transport & Highways	Savings through the roll out of Light Emitting Diode Lighting across the borough	Medium	(164)	(164)	(164)	(164)
Leisure & Parks	Provide a digital genealogy service for Cemetery & Bereavement services	Medium	(2)	(5)	(10)	(10)
Network Assurance	Introduce formal licensing process for placing advertising boards on the public highway	Low	(20)	(20)	(20)	(20)
Network Assurance	Review administrative and enforcement arrangements for skips and building material licences	Low	(10)	(10)	(10)	(10)
Highways Projects	Review Highways Team - replace temporary staff with permanent staff	Medium	(10)	(32)	(32)	(32)
Highways Projects	Introduce new charge for Transport and Highways design work relating to planning applications	High	(20)	(20)	(20)	(20)
Leisure & Parks	Maximise commercial rental income from parks and open spaces	Medium	(20)	(50)	(50)	(50)
Parking	'Deep dive' review of the Parking service	Medium	(45)	(45)	(45)	(45)
Parking	Increase income from advertising on Pay & Display parking machines	High	(20)	(20)	(20)	(20)

Appendix C - Growth Savings

<b>MTFS Savings</b>		<b>Delivery Risk (R-A-G)</b>	<b>Budget Change</b>			
<b>Service</b>	<b>Description</b>		<b>2018-19 Budget Change (£000's)</b>	<b>2019-20 Budget Change Cumulative (£000's)</b>	<b>2020-21 Budget Change Cumulative (£000's)</b>	<b>2021-22 Budget Change Cumulative (£000's)</b>
Parking	Consequences of Major Changes to Infrastructure for Paid-for Parking	Medium	(500)	(500)	(500)	(500)
Facilities Management	Review energy contract	Low	(60)	(60)	(60)	(60)
Facilities Management	Review Total Facilities Management client side arrangements - increase number of apprentices	Low	(20)	(20)	(20)	(20)
Facilities Management	Maximise commercial rent income	Low	(180)	(180)	(180)	(180)
Facilities Management	Review Total Facilities Management client side arrangements	Low	(22)	(43)	(43)	(43)
Facilities Management	Review water supply contract	Medium	(20)	(20)	(20)	(20)
Facilities Management	Contractual reductions in the Total Facilities Management contract	Low	(75)	(75)	(75)	(75)
Facilities Management	Review the Total Facilities Management contract - variations resulting from disposed buildings	Medium	(53)	(53)	(53)	(53)
Environmental Health Residential	New external funding for Air Quality	Low	(60)	(60)	(60)	(60)
Environmental Health Residential	Increase Noise and Nuisance income	Medium	(3)	(5)	(5)	(5)
Environmental Health Commercial	Increase Pest Control income	High	(5)	(5)	(5)	(5)
Environmental Health Commercial	Increase Licensing income	Low	(5)	(5)	(5)	(5)
Community Safety	New external funding for Neighbourhood Watch Scheme	Low	(5)	(5)	(5)	(5)
Community Safety	Review Stray Dog contract	Low	(4)	(4)	(4)	(4)
Registrars	Increase Registrar income through new service offer	Medium	(6)	(10)	(10)	(10)
Events	Review major event contracts	Low	(27)	(27)	(27)	(27)
Commercial Waste	Increase commercial waste income through increase in fees and charges	Medium	(49)	(49)	(49)	(49)
Commercial Waste	Increase income from private land and road street cleansing	Medium	(5)	(5)	(5)	(5)
Waste Disposal	Targeted increase in recycling	High	(120)	(120)	(120)	(120)
Waste Management	End bi-borough working for senior waste and enforcement managers	Low	(5)	(5)	(5)	(5)
Waste Contract	Review the waste collection contract	High	(159)	(159)	(159)	(159)
Executive, Support & Finance	Review Senior Management	Low	(80)	(80)	(80)	(80)
<b>Total Savings</b>			<b>(1,863)</b>	<b>(1,972)</b>	<b>(1,977)</b>	<b>(1,977)</b>

Appendix C - Growth Savings

**Libraries**

<b>MTFS Savings</b>		<b>Delivery Risk (R-A-G)</b>	<b>Budget Change</b>			
<b>Service</b>	<b>Description</b>		<b>2018-19 Budget Change (£000's)</b>	<b>2019-20 Budget Change Cumulative (£000's)</b>	<b>2020-21 Budget Change Cumulative (£000's)</b>	<b>2021-22 Budget Change Cumulative (£000's)</b>
Libraries	Libraries: reduce running costs while maintaining or increasing opening hours through better use of technology	High	(100)	(100)	(100)	(100)
<b>Total Savings</b>			<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>

**Corporate Services**

<b>MTFS Growth</b>		<b>Budget Change</b>			
<b>Service</b>	<b>Description</b>	<b>2018-19 Budget Change (£000's)</b>	<b>2019-20 Budget Change Cumulative (£000's)</b>	<b>2020-21 Budget Change Cumulative (£000's)</b>	<b>2021-22 Budget Change Cumulative (£000's)</b>
ICT	Software licenses	95	95	95	95
Commercial	Investment in the Commercial Team to generate income and contract management savings listed below	215	215	215	215
<b>Total Growth</b>		<b>310</b>	<b>310</b>	<b>310</b>	<b>310</b>

<b>MTFS Savings</b>		<b>Delivery Risk (R-A-G)</b>	<b>Budget Change</b>			
<b>Service</b>	<b>Description</b>		<b>2018-19 Budget Change (£000's)</b>	<b>2019-20 Budget Change Cumulative (£000's)</b>	<b>2020-21 Budget Change Cumulative (£000's)</b>	<b>2021-22 Budget Change Cumulative (£000's)</b>
Procurement & Information Technology Strategy	Information Technology - New contract arrangements	Medium	(1,100)	(1,600)	(1,600)	(1,600)
Electoral Services	Electoral Registration - Reduced print and back office costs by enabling canvassers to use tablets to register people at point of contact	Low	(5)	(5)	(5)	(5)
Human Resources	Human Resources Core Team - reduce costs including transactional work	Low	(20)	(20)	(20)	(20)
Delivery and Value	Reduction in spend on councillors		(50)	(50)	(50)	(50)
Delivery and Value	Governance and Scrutiny - reduction in staffing in Governance & Scrutiny, Innovation & Change Management and Community Investment teams	Low	(150)	(150)	(150)	(150)
Delivery and Value	Leaders Office - reduction in staffing	Low	(50)	(50)	(50)	(50)
Delivery and Value	Leaders Office - reduction in supplies and services budget	Low	(5)	(5)	(5)	(5)
H&F Direct	Improved performance management - Revenues and Benefits	Medium	(158)	(158)	(158)	(158)
H&F Direct	Call Centre Improvements including Robotic Process Automation	Medium	(237)	(237)	(237)	(237)
H&F Direct	Reduction in spend on management	Medium	(46)	(46)	(46)	(46)
H&F Direct	Other Initiatives	Low	(40)	(40)	(40)	(40)
H&F Direct	Reduction in Postage & Printing	Low	(30)	(30)	(30)	(30)
Legal services	Review of fees and charges ensuring full cost recovery	Medium	(50)	(50)	(50)	(50)
Human Resources	Human Resources - reduction in staffing costs	Low	(100)	(100)	(100)	(100)
Human Resources	Recharge to pension fund - increase budget to match current recharge levels	Low	(74)	(74)	(74)	(74)
Finance	Recharge to pension fund - increase budget to match current recharge levels	Low	(15)	(15)	(15)	(15)
Finance	Finance trainee scheme - change scheme to also include finance apprentices from the local area	Low	(10)	(10)	(10)	(10)
Finance	Reduction in external audit fees	Low	(30)	(30)	(30)	(30)
Audit, Risk, Fraud & Insurance	Contribution from HRA for corporate investigation group in line with activity	Low	(275)	(275)	(275)	(275)
Corporate review of recharges	Recharges review	Low	(54)	(54)	(141)	(141)

Appendix C - Growth Savings

<b>MTFS Savings</b>		<b>Delivery Risk (R-A-G)</b>	<b>Budget Change</b>			
<b>Service</b>	<b>Description</b>		<b>2018-19 Budget Change (£000's)</b>	<b>2019-20 Budget Change Cumulative (£000's)</b>	<b>2020-21 Budget Change Cumulative (£000's)</b>	<b>2021-22 Budget Change Cumulative (£000's)</b>
Commercial	Business Intelligence - Freedom Pass Reviews	Low	(160)	(160)	(160)	(160)
<b>Total Savings (excluding savings in gross resources)</b>			<b>(2,659)</b>	<b>(3,159)</b>	<b>(3,246)</b>	<b>(3,246)</b>
Commercial	Business Intelligence - revenue savings from internal work in council	Low	(250)	(500)	(750)	(750)
<b>Savings shown within Gross Resources</b>			<b>(250)</b>	<b>(500)</b>	<b>(750)</b>	<b>(750)</b>
<b>Total Savings</b>			<b>(2,909)</b>	<b>(3,659)</b>	<b>(3,996)</b>	<b>(3,996)</b>

**Regeneration, Planning and Housing Services General Fund**

<b>MTFS Growth</b>		<b>Budget Change</b>			
<b>Service</b>	<b>Description</b>	<b>2018-19 Budget Change (£000's)</b>	<b>2019-20 Budget Change Cumulative (£000's)</b>	<b>2020-21 Budget Change Cumulative (£000's)</b>	<b>2021-22 Budget Change Cumulative (£000's)</b>
Housing Solutions	Structural Budget Deficit - Increase in client numbers	400	400	400	400
Housing Solutions	Non-achievement of 2017-18 savings due to unfavourable temporary accommodation rental market trends	956	956	956	956
<b>Total Growth</b>		<b>1,356</b>	<b>1,356</b>	<b>1,356</b>	<b>1,356</b>

<b>MTFS Savings</b>		<b>Delivery Risk (R-A-G)</b>	<b>Budget Change</b>			
<b>Service</b>	<b>Description</b>		<b>2018-19 Budget Change (£000's)</b>	<b>2019-20 Budget Change Cumulative (£000's)</b>	<b>2020-21 Budget Change Cumulative (£000's)</b>	<b>2021-22 Budget Change Cumulative (£000's)</b>
Economic Regeneration	Repurposing of One Place, using Section 106 income	Low	(60)	(60)	(60)	(60)
Economic Regeneration	Additional Income from Commercial Units	Low	(28)	(28)	(28)	(28)
Adult Learning & Skills	New courses in Adult Learning & Skills	Medium	(20)	(20)	(20)	(20)
Adult Learning & Skills	Standard uplift of Adult Learning fees in line with inflation	Medium	(27)	(27)	(27)	(27)
Planning	Planning Initiatives--making sure large developers pay appropriate planning fees	Medium	(18)	(18)	(18)	(18)
<b>Total Savings</b>			<b>(153)</b>	<b>(153)</b>	<b>(153)</b>	<b>(153)</b>



**Public Health**

MTFS Savings		Delivery Risk (R-A-G)	Budget Change			
Service	Description		2018-19 Budget Change (£000's)	2019-20 Budget Change Cumulative (£000's)	2020-21 Budget Change Cumulative (£000's)	2021-22 Budget Change Cumulative (£000's)
	Public Health investment in services that improve the health of residents, applying savings from better procurement and contract management	Low	(2,000)	(2,000)	(2,000)	(2,000)
<b>Total Savings</b>			<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>

**Centrally Managed Budgets**

MTFS Growth		Budget Change			
Service	Description	2018-19 Budget Change (£000's)	2019-20 Budget Change Cumulative (£000's)	2020-21 Budget Change Cumulative (£000's)	2021-22 Budget Change Cumulative (£000's)
Bank	Bank Charges- Growth to cover lost income from credit card chages due to changes in Governemnt legislation	70	70	70	70
Net Cost of Borrowing	Capital Financing and Treasury Management due to low interest rates.	250	250	250	250
Corporate - MSP (GF)	HR & Payroll growth based on estimated costs	477	477	477	477
Corporate - MSP (GF)	ICT growth based on estimated costs	323	323	323	323
Corporate - MSP (GF)	Finance growth based on estimated costs	60	60	60	60
Corporate - MSP (GF)	Income Management Solution	166	166	166	166
Corporate - MSP (GF)	MSP contract payment	63	63	63	63
<b>Total Growth</b>		<b>1,409</b>	<b>1,409</b>	<b>1,409</b>	<b>1,409</b>

**Transformational Workstreams**

MTFS Savings		Delivery Risk (R-A-G)	Budget Change			
Service	Description		2018-19 Budget Change (£000's)	2019-20 Budget Change Cumulative (£000's)	2020-21 Budget Change Cumulative (£000's)	2021-22 Budget Change Cumulative (£000's)
Commercial	Savings from better contract management	Low	(1,000)	(1,000)	(1,000)	(1,000)
Commercial	Business Intelligence - commercial income	Low	(1,249)	(1,249)	(1,249)	(1,249)
Commercial	Ethical Debt Joint Venture	Low	(600)	(600)	(600)	(600)
Commercial	Agency contract management	Low	(200)	(200)	(200)	(200)
Cross Cutting	Contact Channel Improvements	Low	(150)	(350)	(800)	(800)
<b>Total Savings (excluding savings in gross resources)</b>			<b>(3,199)</b>	<b>(3,399)</b>	<b>(3,849)</b>	<b>(3,849)</b>