

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
Total Growth		1,249	1,249	1,249	1,249

MTFS Savings		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.	(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.	(505)	(505)	(505)	(505)
Strategic Commissioning & Enterprise	An in-depth value for money assessment of the councils in-house care and support service portfolio	(75)	(75)	(75)	(75)
Strategic Commissioning & Enterprise	Dynamic Purchasing System.	(100)	(100)	(100)	(100)
Integrated Care	Improved transition and promoting independence.	(310)	(465)	(465)	(465)
Strategic Commissioning & Enterprise	Review of supporting housing programme	(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	(150)	(150)	(150)	(150)
Director	The Whole Systems Integration Programme with the NHS.	(700)	(700)	(700)	(700)
All	Review of workforce costs moving into single borough arrangement	(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.	(99)	(110)	(120)	(120)
Total Savings		(2,916)	(3,732)	(3,742)	(3,742)

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
Total Growth		1,803	2,242	2,257	1,967

MTFS Savings		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)	(1,000)	(1,000)	(1,000)	(1,000)
Family Services	Maximising Social Care Effectiveness (see cabinet report on 7th November 2016)	(644)	(1,248)	(1,748)	(1,748)
Family Services	Securing social housing placements for vulnerable young people to reduce payments to private landlords	(200)	(200)	(200)	(200)
Family Services	Efficiencies to Legal Costs	(50)	(50)	(50)	(50)
Family Services	Recognising existing budget underspend due to reduced number of placements	(75)	(75)	(75)	(75)
Education	Travel Care and Support – Travel Training	(67)	(67)	(67)	(67)
Education	Traded Income to Schools – Education Psychology	(50)	(50)	(50)	(50)
Total Savings		(2,086)	(2,690)	(3,190)	(3,190)

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. This growth is to cover the outcome of the rent review.	280	280	280	280
Total Growth		395	395	395	395

MTFS Savings		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)
Transport & Highways	Cycle street furniture initiative on major routes	(50)	(75)	(75)	(75)
Transport & Highways	Transport Planning Consultancy	(10)	(11)	(11)	(11)
Transport & Highways	Savings through the roll out of Light Emitting Diode Lighting across the borough	(164)	(164)	(164)	(164)
Leisure & Parks	Provide a digital genealogy service for Cemetery & Bereavement services	(2)	(5)	(10)	(10)
Network Assurance	Introduce formal licensing process for placing advertising boards on the public highway to reduce street clutter	(20)	(20)	(20)	(20)
Network Assurance	Review administrative and enforcement arrangements for skips and building material licences	(10)	(10)	(10)	(10)
Highways Projects	Review Highways Team - replace temporary staff with permanent staff	(10)	(32)	(32)	(32)
Highways Projects	Introduce new charge for Transport and Highways design work relating to major planning applications	(20)	(20)	(20)	(20)
Leisure & Parks	Review events currently held in open spaces to improve the income they deliver to the council while reducing any adverse impacts	(20)	(50)	(50)	(50)
Parking	'Deep dive' review of the Parking service	(45)	(45)	(45)	(45)
Parking	Increase income from advertising on Pay & Display parking machines	(20)	(20)	(20)	(20)
Parking	Consequences of Major Changes to Infrastructure for Paid-for Parking	(500)	(500)	(500)	(500)

Appendix C - Growth Savings

MTFS Savings		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)
Facilities Management	Review energy contract	(60)	(60)	(60)	(60)
Facilities Management	Review Total Facilities Management client side arrangements - increase number of apprentices	(20)	(20)	(20)	(20)
Facilities Management	Maximise commercial rent income	(180)	(180)	(180)	(180)
Facilities Management	Review Total Facilities Management client side arrangements	(22)	(43)	(43)	(43)
Facilities Management	Review water supply contract	(20)	(20)	(20)	(20)
Facilities Management	Contractual reductions in the Total Facilities Management contract	(75)	(75)	(75)	(75)
Facilities Management	Review the Total Facilities Management contract - variations resulting from disposed buildings	(53)	(53)	(53)	(53)
Environmental Health Residential	New external funding for Air Quality	(60)	(60)	(60)	(60)
Environmental Health Residential	Increase Noise and Nuisance income	(3)	(5)	(5)	(5)
Environmental Health Commercial	Increase Pest Control income	(5)	(5)	(5)	(5)
Environmental Health Commercial	Increase Licensing income	(5)	(5)	(5)	(5)
Community Safety	New external funding for Neighbourhood Watch Scheme	(5)	(5)	(5)	(5)
Community Safety	Review Stray Dog contract	(4)	(4)	(4)	(4)
Registrars	Increase Registrar income through new service offer	(6)	(10)	(10)	(10)
Events	Review major event contracts	(27)	(27)	(27)	(27)
Commercial Waste	Increase commercial waste income.	(49)	(49)	(49)	(49)
Commercial Waste	Increase income from private land and road street cleansing	(5)	(5)	(5)	(5)
Waste Disposal	Targeted increase in recycling	(120)	(120)	(120)	(120)
Waste Management	End bi-borough working for senior waste and enforcement managers	(5)	(5)	(5)	(5)
Waste Contract	Review the waste collection contract	(159)	(159)	(159)	(159)
Executive, Support & Finance	Review Senior Management	(80)	(80)	(80)	(80)
Total Savings		(1,863)	(1,972)	(1,977)	(1,977)

Appendix C - Growth Savings

Libraries

MTFS Savings		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)
Libraries	Libraries: reduce running costs while maintaining or increasing opening hours through better use of technology	(100)	(100)	(100)	(100)
Total Savings		(100)	(100)	(100)	(100)

Corporate 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)
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
Total Growth		310	310	310	310

MTFS Savings		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)
Procurement & Information Technology Strategy	Information Technology - New contract arrangements	(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	(5)	(5)	(5)	(5)
Human Resources	Human Resources Core Team - reduce costs including transactional work	(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	(150)	(150)	(150)	(150)
Delivery and Value	Leaders Office - reduction in staffing	(50)	(50)	(50)	(50)
Delivery and Value	Leaders Office - reduction in supplies and services budget	(5)	(5)	(5)	(5)
H&F Direct	Improved performance management - Revenues and Benefits	(158)	(158)	(158)	(158)
H&F Direct	Call Centre Improvements including Robotic Process Automation	(237)	(237)	(237)	(237)
H&F Direct	Reduction in spend on management	(46)	(46)	(46)	(46)
H&F Direct	Other Initiatives	(40)	(40)	(40)	(40)
H&F Direct	Reduction in Postage & Printing	(30)	(30)	(30)	(30)
Legal services	Review of fees and charges ensuring full cost recovery	(50)	(50)	(50)	(50)
Human Resources	Human Resources - reduction in staffing costs	(100)	(100)	(100)	(100)
Human Resources	Recharge to pension fund - increase budget to match current recharge levels	(74)	(74)	(74)	(74)
Finance	Recharge to pension fund - increase budget to match current recharge levels	(15)	(15)	(15)	(15)
Finance	Finance trainee scheme - change scheme to also include finance apprentices from the local area	(10)	(10)	(10)	(10)
Finance	Reduction in external audit fees	(30)	(30)	(30)	(30)
Audit, Risk, Fraud & Insurance	Contribution from HRA for corporate investigation group in line with activity	(275)	(275)	(275)	(275)
Corporate review of recharges	Recharges review	(54)	(54)	(141)	(141)

Appendix C - Growth Savings

MTFS Savings		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	Business Intelligence - Freedom Pass Reviews	(160)	(160)	(160)	(160)
Total Savings (excluding savings in gross resources)		(2,659)	(3,159)	(3,246)	(3,246)
Commercial	Business Intelligence - revenue savings from internal work in council	(250)	(500)	(750)	(750)
Savings shown within Gross Resources		(250)	(500)	(750)	(750)
Total Savings		(2,909)	(3,659)	(3,996)	(3,996)

Regeneration, Planning and Housing Services General Fund

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)
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
Total Growth		1,356	1,356	1,356	1,356

MTFS Savings		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)
Economic Regeneration	Repurposing of One Place, using Section 106 income	(60)	(60)	(60)	(60)
Economic Regeneration	Additional Income from Commercial Units	(28)	(28)	(28)	(28)
Adult Learning & Skills	New courses in Adult Learning & Skills	(20)	(20)	(20)	(20)
Adult Learning & Skills	Standard uplift of Adult Learning fees in line with inflation	(27)	(27)	(27)	(27)
Planning	Planning Initiatives--making sure large developers pay appropriate planning fees	(18)	(18)	(18)	(18)
Total Savings		(153)	(153)	(153)	(153)

Appendix C - Growth Savings

Public Health

MTFS Savings		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	(2,000)	(2,000)	(2,000)	(2,000)
Total Savings		(2,000)	(2,000)	(2,000)	(2,000)

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
Total Growth		1,409	1,409	1,409	1,409

Transformational Workstreams

MTFS Savings		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	(1,000)	(1,000)	(1,000)	(1,000)
Commercial	Business Intelligence - commercial income	(1,249)	(1,249)	(1,249)	(1,249)
Commercial	Ethical Debt Joint Venture	(600)	(600)	(600)	(600)
Commercial	Agency contract management	(200)	(200)	(200)	(200)
Cross Cutting	Contact Channel Improvements	(150)	(350)	(800)	(800)
Total Savings (excluding savings in gross resources)		(3,199)	(3,399)	(3,849)	(3,849)