

Cabinet Meeting on Wednesday 14 December 2022

Medium Term Financial Strategy 2023 – 2028



Cllr Alan White, Leader of the Council said,

“We continue to invest in Staffordshire’s economic future, while providing support for those who need help today.

We are in a position to do this because we remain a well-run, stable authority which thinks hard about how it spends public money and continually seeks new, flexible ways of working with our communities.”



Cllr Ian Parry, Cabinet Member for Finance and Resources said,

“We spend every pound as wisely as we can and work with partners to maximise its value.

The provision of adult social care still forms by far the greatest part of our expenditure and the Government’s decision to postpone implementation of social care reforms leaves us awaiting a sustainable long term funding solution which removes the burden from local authorities.

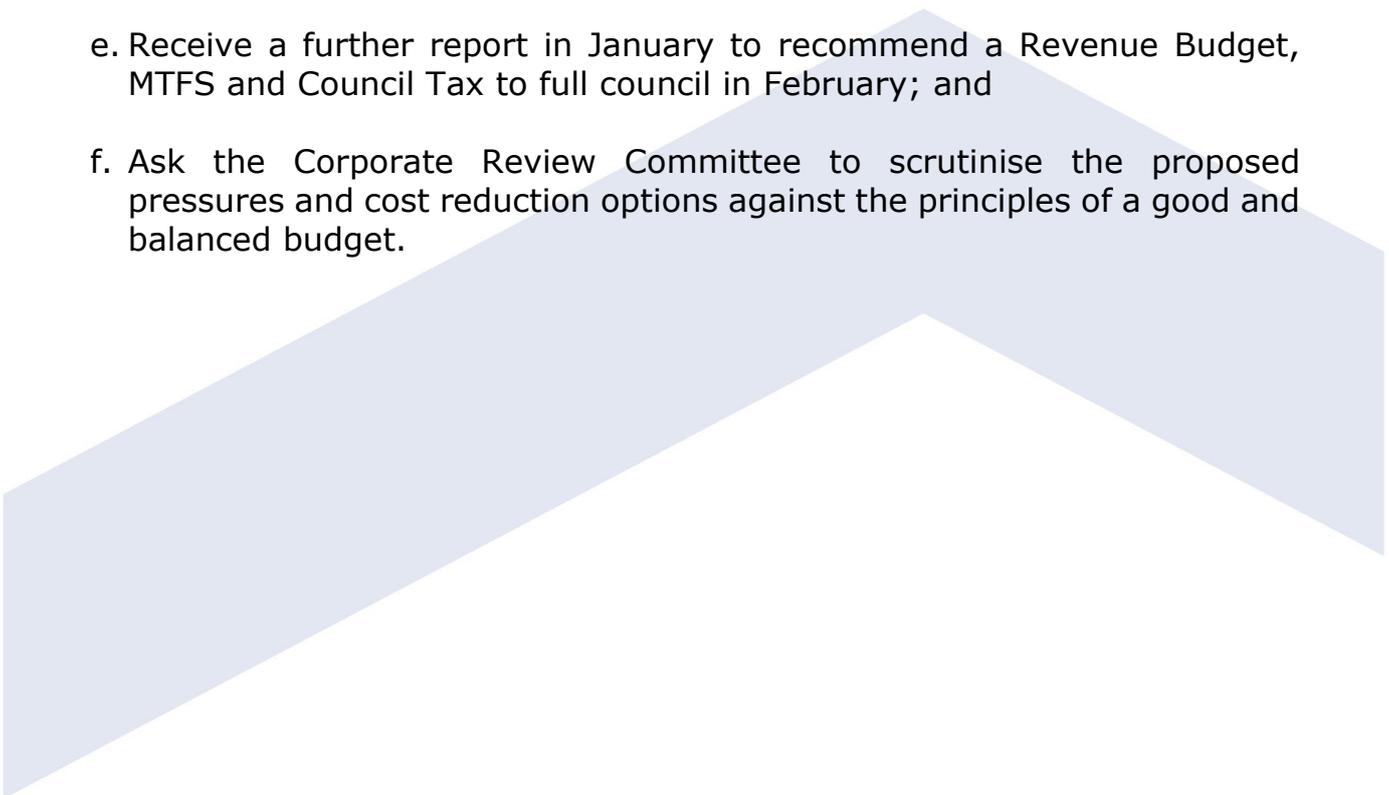
We now await the details in the Local Government Finance Settlement later this month with interest.”

Report Summary:

We are today updating the Medium Term Financial Strategy for 2023/28. This aims to balance the ambition of this council as set out in the Strategic Plan with the clear commitment contained in the pledge to deliver value for money for residents and business and live within our means. We need to strike the right balance between ensuring we honour this pledge and ensure we continue to invest in our longer term aims of this council.

Recommendations

We recommend that in respect of the Medium Term Financial Strategy 2023-28, Cabinet:

- a. Consider the updates to the financial plans as set out in this report, including the potential use of reserves to balance the 2023/24 budget and potential cost reduction plan for future years;
 - b. Note the announcements made by the Chancellor as part of his Autumn Statement;
 - c. Endorse the commitment to continue to deliver the cost reduction programme as set out in **Appendices 2a – 2d** and endorse the commencement of an innovation programme with immediate effect to identify cost reductions from 2024/25 onwards;
 - d. Note the risks associated with these planned cost reductions as set out in this report and ask the Senior Leadership to undertake the appropriate engagement arrangements required to deliver the cost reductions;
 - e. Receive a further report in January to recommend a Revenue Budget, MTFS and Council Tax to full council in February; and
 - f. Ask the Corporate Review Committee to scrutinise the proposed pressures and cost reduction options against the principles of a good and balanced budget.
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Local Members Interest
N/A

Cabinet – Wednesday 14 December 2022

Medium Term Financial Strategy 2023 - 2028

Recommendations of the Leader of the Council and the Cabinet Member for Finance and Resources

We recommend that Cabinet:

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- b. Note the announcements made by the Chancellor as part of his Autumn Statement;
- c. Endorse the commitment to continue to deliver the cost reduction programme as set out in **Appendices 2a – 2d** and endorse the commencement of an innovation programme with immediate effect to identify cost reductions from 2024/25 onwards;
- d. Note the risks associated with these planned cost reductions as set out in this report and ask the Senior Leadership to undertake the appropriate engagement arrangements required to deliver the cost reductions;
- e. Receive a further report in January to recommend a Revenue Budget, MTFS and Council Tax to full council in February; and
- f. Ask the Corporate Review Committee to scrutinise the proposed pressures and cost reduction options against the principles of a good and balanced budget.

Report of the County Treasurer

Financial Planning – Underlying Principles

1. In February 2022 the Medium Term Financial Strategy for 2022-27 was approved. This included a balanced budget for 2022/23 and a balanced MTFS period, using the small amount of headroom from 2022/23 to balance the gaps in future years.
2. The position in February was a reasonably positive one, set against a backdrop of an improving economic situation as the world recovers from the pandemic. However financial uncertainty remained and the

hope of a longer term Settlement to provide firmer ground for financial planning was dashed. There remained large risks around the increasing demands for social care, both Adults' and Children's. In addition, the prospect of Adult Social Care reform on the horizon is a significant concern with large potential costs attached to it.

3. Since the budget for 2022/23 was approved in February, world events have colluded to provoke economic downturns across the globe. War in Ukraine has increased prices for Europe, particularly energy prices. The impact of this conflict combined with supply issues as the world emerges from the pandemic means that inflation has increased sharply since February. In turn this has led the Bank of England to increase interest rates in an effort to combat rising prices.
4. The County Council is not immune to these price increases and it is being felt across all services but particularly in the areas of energy costs, services which require fuel, such as Home to School transport and in services where construction materials are needed such as Highways. Inflation and increasing demand has had an impact on the current year's budget and that is reported quarterly to Cabinet as usual. However, bearing this in mind, it is imperative that we review the financial plans with the aim of understanding the impact of addressing any budget gap and underpinning the strategic plan to deliver effective services while living within our means.
5. Underpinning the planning framework is the council's aim of setting a Good and Balanced Budget.
6. Setting a **balanced** budget is a statutory requirement and means that:
 - Income equals expenditure;
 - Cost reduction targets and investment proposals are credible and achievable;
 - Key assumptions are "stress tested".
7. The hallmarks of a **good** budget represent best practice. They are designed to ensure financial sustainability and mean that:
 - It has a medium-term focus, supporting the Strategic Plan;
 - Resources are focused on our vision for Staffordshire and our priority outcomes;
 - It is not driven by short term fixes;
 - It demonstrates how the county council has listened to consultation with local people, staff and our partners;

- It is transparent and well scrutinised;
 - It is integrated with the capital programme; and
 - It maintains financial stability.
8. We keep innovating and remodelling how we work by making more use of technology and data in this digital age. With less funding, we are looking at communities to take on even more responsibility and supporting people to make the best choices for themselves and their families so that fewer people need our help.
9. The financial plans set out the financial implications of the council's Strategic and Delivery Plans. The development and refinement of the Strategic Plan is undertaken in conjunction with the financial planning process to ensure that budgets reflect the council's aims and objectives.
10. The planning period is five years, which provides a framework that promotes longer term planning, this has proved difficult recently with single year settlements announced by the government.
11. Identifying efficiency through innovation and new ways of working has featured heavily in previous years' financial strategies and, in the light of the current economic climate will continue to be a fundamental part of the council's plans going forward. The council has a proven track record of delivering cost reductions with £115m being identified and delivered in the past six years (up to and including 2021/22).
12. The council still has significant challenges ahead and the way residents' needs are met must continue to evolve. The delivery of challenging cost reduction targets and the management of current and future pressures is crucial to the delivery of the financial plans and the aspirations set out in the Strategic Plan.
13. In February the MTFS included a balanced budget for 2022/23 but one that included more than £16m of savings, in addition to the savings programmes agreed in previous years This balanced budget included new and emerging pressures and investments, particularly in care services, and it is now necessary to update the financial plans for the changes and developments since February. The key elements of the plans discussed in the report are:
- a. The current economic climate
 - b. Autumn Statement 2022
 - c. Provisional Settlement
 - d. Projected pressures and cost reduction options

- e. Risks
- f. Council Tax and Business Rates
- g. Reserves and Balances
- h. Summary of the Medium Term Financial Strategy Position
- i. Corporate Overview and Scrutiny Committee Role
- j. Consultation
- k. Conclusions

Current Economic Climate

14. Inflation has been increasing dramatically since February when CPI was 6.2%. In October 2022, it rose to 11.1% which is the highest level it has been for forty years. The current forecast from the Office for Budget Responsibility suggests that inflation will remain around 11% for the final few months of 2022. The OBR then forecasts that inflation will start to reduce during 2023, averaging around 7% in the year. Energy and fuel prices have been driving inflation alongside food and construction materials.
15. The Bank of England has responded to the inflation crisis by increasing the base rate during recent months. In February 2022, the base rate was 0.5% and at its November meeting, the Bank increased the rate to 3.0%. It is expected that the rate will increase further in an attempt to stabilise rising prices but if inflation begins to reduce during 2023 then so too could interest rates. For the County Council, higher interest rates mean larger returns on investments, while interest on external debt remains fixed.
16. With this national picture in mind, the impact of inflation on the MTFs has been carefully monitored. For contractual commitments, these have been allocated the amount required by the contract and for other commitments, the rate has been increased to 4% in 2023/24 which then drops back to 2% from 2024/25 onwards.

Autumn Statement 2022

17. The Autumn Statement was announced on 17th November and it largely focused on the financial years 2023/24 and 2024/25, up to the end of the Comprehensive Spending Review period. There were a few announcements relating to local government, although the Provisional Local Government Finance Settlement is required before the detail is known.
18. The planned reforms to adult social care are to be delayed by two years and further detail is required in this area. The expectation is that the funding previously earmarked for the costs of the reforms

will still be allocated to local authorities, although precise details are not yet known. If this is confirmed, this would benefit the County Council as the forecast costs of the reforms would far exceed the amount of funding, however the exact amounts will be allocated in the Settlement.

19. The Autumn Statement also included the announcement that the council tax referendum limits will be revised to allow local authorities to increase the Adult Social Care precept by a further 1% (making 2% in total) and the general precept can also be increased by a further 1% (making 3% in total). It appears that these referendum limits will apply to the 2023/24 financial year and they will be confirmed in the Settlement. It is not known whether the limits will extend into 2024/25 and future years or not.
20. Further announcements include the extension of the Household Support Fund for 2023/24 and a second round of the Levelling Up Fund will be available for authorities to bid for funding. Various business rates reliefs were also announced, these will benefit small and medium businesses and for local authorities, they will be funded by the government. The National Living Wage will increase to £10.42 per hour in April and this will impact on the amount the County Council pays for services. The Autumn Statement contained no information as to whether the Finance Settlement will cover one or two years. The Statement also referenced the next Spending Review from 2025/26 and the limits on funding that are expected to apply, which is an indication of potential funding reductions for local government in the medium term.

Provisional Settlement

21. The Provisional Settlement is expected to be announced in mid or late December, by Secretary of State, Michael Gove. This will be after this report has been published. Earlier this summer, the Secretary of State gave a commitment to publish a two-year settlement and it is hoped that this is honoured and that the Settlement will cover the two financial years 2023/24 and 2024/25. It is assumed that the Settlement will clarify the points mentioned above from the Autumn Statement.

Projected Pressures and Cost Reduction Options

22. Services have made efforts to mitigate their own spending pressures in order to maintain a balanced budget. The impact on our communities has been carefully considered and is shown at **Appendix 1**. The current list of pressures, investments and savings

options are attached as **Appendices 2a-2d** and the key impacts are discussed in the paragraphs that follow.

23. Inflation is mentioned above as having an impact on the County Council, this affects all services but is particularly being felt by services which use energy, either for heating purposes or fuel for transport. Construction materials are also increasing in price and this is affecting Highways. For this reason, the standard inflation assumption in the MTFS has been increased to 4%, from 2% in 2022/23. And contractual increases over and above that level are honoured. In addition to rising prices, there is also inflationary pressure on pay with an assumption that there will be an increase around 4% in 2023/24. The total cost of inflation is £25m more than was assumed in last year's MTFS for 2023/24.
24. Health and Care is facing cost pressures from a rising demand for services, in particular home care, and increasing prices of care due to inflation, in large part as a result of uplifts in the National Living Wage. Issues with recruitment and retention among providers mean that it is difficult to allocate care packages, in particular to those vulnerable adults being discharged from hospital. The allocations of non-recurrent funding do not allow for longer term financial planning, either by the County Council or by providers.
25. The delay to implementing the social care reforms is welcomed as the reforms are forecast to cost the County Council millions of pounds once they are fully implemented. However, more detail is required to know exactly which reforms are delayed and which must continue on their trajectory towards implementation, such as the move towards providing payments to providers based on the recent national fair cost of care exercise. Without further detail, it is not yet known whether the reforms could be delivered within the estimated funding envelope currently.
26. Health and Care continues to make progress towards delivery of the planned savings approved in the MTFS for 2022/23 following the pandemic, which delayed savings plans. The Directorate has a good track record of identifying alternative savings, should any become delayed or unachievable.
27. Actions are ongoing to manage demand including to expand and make better use of voluntary support in the community, to quality assure new assessments and regularly review people already receiving care to ensure appropriate interpretation of Care Act eligibility criteria.

28. Actions are also ongoing to manage prices including to manage choice of services in line with our powers under the Care Act, to make use of new technologies to generate efficiencies, as well as to block book nursing home beds and develop new nursing home capacity.
29. The Children and Families Directorate's current plans and new options continue to be dominated by the transformation of the Children's system specifically; against a backdrop of rising costs and constraints on funding; workforce transformation, including a shift to community supported locality models and greater use of volunteers. This service area has also seen a significant increase in demand following the easing of Covid restrictions and numbers of children in our care continue to increase.
30. The children's social care system has been transformed and now enables a whole system approach, bringing together children's social care, SEND and Inclusion, the Place Based Approach and commissioning. It is essential for the delivery of revised practices / cultures that underpin the necessary MTFS savings and stabilisation of SEND. However, the number of children needing our help is increasing beyond the levels which are assumed in the MTFS.
31. Increasing numbers of EHCPs is placing further pressures on SEND services including Home to School Transport. This service area is also under pressure from fuel price increases and in the current year, additional funding has been allocated on a one-off basis to mitigate the inflationary pressures being felt. The refreshed MTFS now includes the ongoing impact of those pressures.
32. The High Needs Block is currently anticipated to overspend by £6m and reflects continuing growing demand for SEND support. This overspend will be charged against the DSG reserve which at the end of 2021/22 was already £8.6m in deficit. Potential changes to the rules in this area may exacerbate this position further. Staffordshire County Council is not alone in this difficult financial predicament – this is a position shared by the majority of Councils across the sector.
33. Outside the issue of social care, there are pressures in other service portfolios with the main one being around highways maintenance and development. Additional funding was allocated to Highways in last year's MTFS but this service area has also come under pressure from rising prices and further funding of £2m is required to ensure that inflation does not erode the previous investment. Streetlighting is also facing increased prices as the cost of electricity rises.

34. Support services are generally living within their means and are identifying savings where possible to mitigate any emerging pressures. There are pressures arising in Legal due to increased demand for Rights of Way support and in Finance there is a nationally set increase in audit fees.

35. The total pressures and cost reductions, including the increasing pressures and savings from previous years, are shown in the table below. A summary by Directorate is attached at **Appendix 3**.

	2023/24	2024/25	2025/26	2026/27	2027/28
	£m	£m	£m	£m	£m
Pressures	19.557	29.765	46.090	46.273	53.538
Inflation	25.492	39.341	52.187	64.231	77.463
Savings	0.342	1.375	3.687	4.187	2.187
Investments	(0.818)	(0.833)	(0.833)	(0.833)	(0.833)
Net Movement	44.573	69.648	101.131	113.858	132.355

Risks

36. There are a range of significant risks which need to be carefully monitored and managed. In some cases, the risks may not materialise or may be managed to mitigate their impact on the budget.

37. There is a huge level of uncertainty in the MTFS due to a number of factors. The global economic pressures are continuing to impact on the UK as a whole and will do so well into 2023/24, according to forecasts. The County Council also feels the inflationary pressures and increased demand in particular service areas.

38. Having a one-year Settlement announced each does not aid longer term financial planning and does not allow the County Council to do as much as it could to stabilise the care market. There is also an increased risk of funding reductions in the next Spending Review period.

39. There has been a Fair Funding Review promised for some years now and this was further delayed due to the pandemic, however it has been suggested that a review of council tax could be undertaken early next year. It is assumed that this would necessarily lead to a review of local authority funding.

40. The biggest risks are in social care, both Adults' and Children's. This includes our ability to continue to control demand as the population continues to age, and the success of ongoing actions to control prices. These also need to be seen against a backdrop of ongoing pressures in the local NHS, which tend to drive up both demand for and the price of care.
41. The recent announcement of a delay to the introduction of the social care reforms means a delay to those costs being incurred, however it is not yet known exactly which measures will still have to be implemented and therefore how much the County Council will need to pay.
42. Risks are inherent in the whole system around Children's and Families including risks around capacity in the courts to facilitate children leaving care and the risk of numbers of children needing our care continuing to rise. There is also risk around any potential response to national issues surrounding care arrangements.
43. In relation to the council's capacity to deliver, there is an increasing risk that restructures are not embedded in services. The reduction in resources, particularly corporate support resources, would also impact on the capacity to support and deliver key strategic aims such as people helping people, digital, and economic growth to deliver additional council tax and business rate receipts etc. Prioritisation of scarce resources is key to managing the impact of this risk.
44. Loss of specific grants and hence income to the authority is a risk. There is a prevalence of bidding processes for funds which takes capacity from other service provision and is also very reactive. A better approach is to allocate funding directly to authorities for them to decide how best to spend it in their local areas.
45. There is an increased risk of spending exceeding budgets and/or income falling short of budgets. The council has a proven track record of delivering significant cost reductions. However, the scale, complexity and pace of the changes still required enhances the risk that not all the cost reductions identified will be delivered within the required timescales. There is a heightened risk associated with plans not being delivered and outcomes not achieved. In previous years and for a variety of reasons, some transformation programmes have not fully achieved the targets set and therefore appropriate contingency arrangements need to be in place.

46. Delivery Plans now need to be revised in the light of the financial situation facing the council. The governance arrangements for this significant programme include regular reports to Informal Cabinet, Select Committees, Senior Leadership Team, Delivery Board, Service and Project Boards.
47. With regard to the risk of overspending against budget, thorough budget preparation and detailed monitoring during the year, coupled with personal financial accountability, minimises this risk. Furthermore, Finance Business Partners can identify any concerns at an early stage, advise management teams and recommend measures to mitigate the impact. Budget monitoring reports are regularly considered by management teams and by Select Committees, Portfolio Holders, SLT and Cabinet on a quarterly basis.
48. As the county council continues to transform, we recognise this also presents a potential significant impact for some of our communities, individuals and staff. Community Impact Assessments (CIAs) are therefore a critical component of the council's decision making processes. Each of the options outlined in this paper is likely to have a very different impact and affect different groups of people, therefore where appropriate these will require a specific CIA tailored for that service.
49. As such, services will undertake full and detailed Community Impact Assessments (CIAs) where there is a change to service, commissioning or policy, in line with its CIA framework. This includes identifying those potential negative impacts where changes could affect different groups of people and seek to identify those key actions we will take to reduce any negative impact, protecting Staffordshire's most vulnerable where possible.
50. There will be corporate support and guidance offered in assisting services in the development of their CIAs, ensuring they are developed at the earliest stage, inform thinking and are continually reviewed as part of implementing changes.

Sensitivity Analysis

51. In terms of assessing the impact of changes under various scenarios the following table sets out a guide to the effect of changes to the major cost elements/funding streams:

Impact of (+ or -)	Equates to (+ or -)
1% Council Tax	£ 4.1 million
1% Business Rates growth (SCC receives 9% of the total collected rates across Staffordshire)	£2.7m across Staffordshire, of which SCC receives £242k (9%)
1% Pay award (excludes staff funded from specific grant (e.g. Dedicated Schools Grant))	£ 1.6 million
1% Non-pay budget	£ 0.7 million
1% Interest (on balances)	£1.0 million

52. Details regarding the assumptions used in the financial planning exercise for the major cost elements and funding streams are attached as **Appendix 4**.

Council Tax and Business Rates

53. The current assumption in the financial plans contained in this report is that the general council tax increase is 1.99% for 2023/24 and thereafter, this is in line with last year's referendum limits. In addition, the Adult Social Care precept is assumed to be maintained at a level of 1% throughout the MTFs period, again in line with last year's referendum limits. The Autumn Statement announced that the referendum limits will be increased and that local authorities will be allowed to increase the general precept by 3% and the Adult Social Care precept by 2%.
54. The council has never exceeded the referendum limit. However, it is legally permissible to set a council tax increase in excess of the limit, subject to taking the increase to a public referendum. This is not a decision that would be taken lightly, while it remains an option, significant sums of money would be required to hold a referendum and, by its very nature, the outcome of the referendum is uncertain. To date no referendum in the UK has ever supported an increase in Council Tax.
55. Businesses across the globe have been hit by rising costs following on from the pandemic. The income received from business rates was lower than expected in 2022/23 and further details are awaited for the amounts expected during 2023/24. Additional detail

on the amount of income we can expect will come at the very end of January when we receive copies of the returns sent by the Districts and Boroughs to government.

56. In the current year, the county council is part of the Staffordshire and Stoke on Trent Business Rates Pool which means we can maximise the amount of business rates income retained in the County and City. It is intended that the County Council remain a member of this Pool for 2023/24.

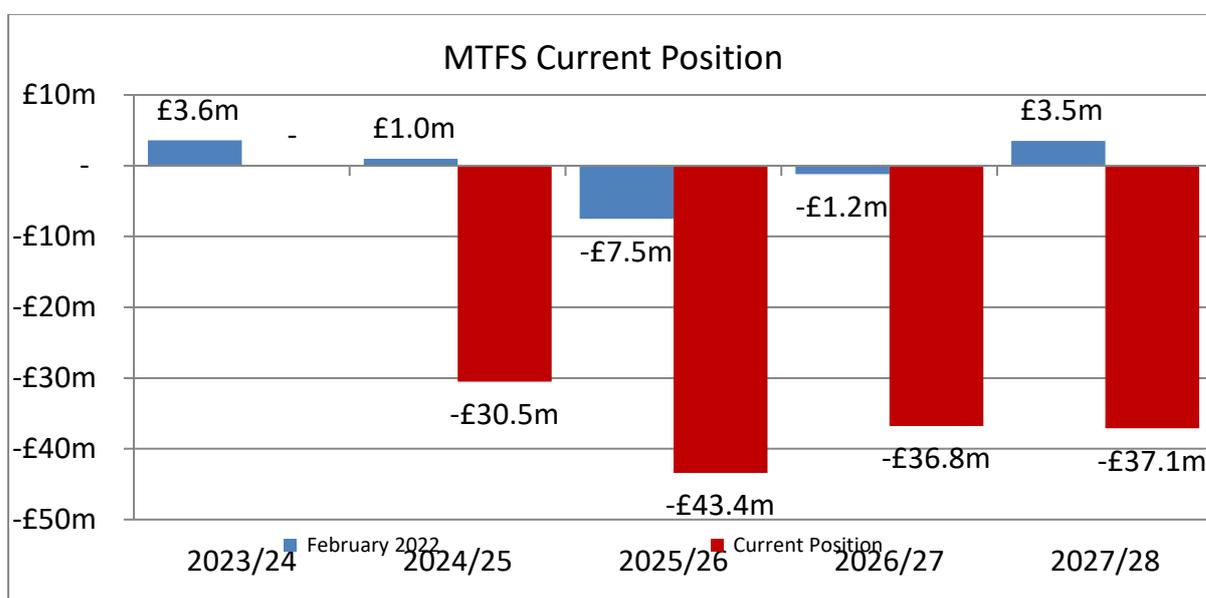
Review of Reserves and Balances

57. Section 25 of the Local Government Act 2003 requires the Chief Finance Officer to report to the Council on the adequacy of proposed reserves and the robustness of the budget.
58. We have reviewed the earmarked reserves and provisions we hold to make sure they are still required and that they are adequate. As part of producing the formal accounts of the council for 2021/22 earmarked reserves were reviewed. Excluding those reserves earmarked for schools, the remaining reserves are deemed to be fit for purpose for matters such as insurance claims and capital investment.
59. Some reserves earmarked for general funding purposes can be released, in a targeted manner, to balance the budget for 2023/24. This will allow time for the consideration of the Provisional Settlement, when it is announced, and also allows more time for a programme of innovation and efficiency measures to be identified. Alongside this review, the level of Contingency will also be assessed (currently at £10m) in light of the Settlement and the risks as highlighted above.
60. At the end of 2021/22, general balances were £47.3m and a contribution of £5m was included in the 2022/23 budget, bringing balances to a total of £52.3m. The pandemic proved the importance of holding balances against uncertainties. The risk assessment considers the uncertain future economic and funding outlook and the risks surrounding the financial plans which are set out in this report. It is quite clear that in several areas, e.g. adult social care and looked after children, that the level of risk facing the council has increased substantially. In addition, the lack of clarity around future funding levels has been taken into consideration. The assessment, attached as **Appendix 5**, has concluded that in excess of £55m is deemed to be an appropriate level for the council.

Summary of Medium Term Financial Strategy Position

61. In February 2022, a small amount of headroom was reported for 2023/24 with a large gap in 2025/26 and in 2026/27. Since then, services have faced increased demand and have also identified further cost reductions to help mitigate the pressures.

62. Assuming the spending pressures and savings options identified in **Appendices 2a-2d** are approved, the current position, compared to the position in February, is shown in the graph below:



63. The graph shows a balanced position for 2023/24 after the use of £23.1m reserves. Then there are likely to be significant budget gaps for the remaining years of the MTFS period. This includes assumptions based on currently known information, further details are awaited that will clarify those assumptions and potentially mitigate those gaps. In the short term, a targeted use of reserves is proposed to close the budget gap for 2023/24 and allow some time for the County Council to identify savings that may be required to bridge the gaps in future years. Cabinet are requested to approve the establishment of a suitable innovation programme aimed at improving service delivery and identifying cost reduction proposals to be considered next year.

64. The 2023/24 draft revenue budget for each service area together with planning forecasts for future years is attached as **Appendix 6**.

Corporate Overview and Scrutiny Committee Role

65. Scrutiny now needs to be undertaken on the results of the MTFS exercise. In this council, that role is undertaken by the Corporate Review Committee. As in previous years this committee has established a working group to specifically scrutinise the financial plans.
66. It is proposed that the Corporate Review Committee be asked to scrutinise the results of the MTFS exercise as set out in this report.

Consultation

67. As in previous years, consultation on the overall budget will be required with trades unions and business ratepayers at an appropriate time. In addition, savings options will require specific consultation as necessary to deliver the changes proposed.

Conclusions

68. Members have committed to delivering value for money for residents and businesses and living within the means available to the council. It is evident from the analysis contained in this report that this is becoming increasingly difficult to do. Balanced budgets for future years will not be possible without tough decisions being made on services that affect the lives of many. To deliver on its pledge this does mean that if nothing else changes, in terms of increased funding from government, then what is set out in this report is what this council will need to do.
69. That means thinking differently about what more we can all do for ourselves and what we expect to be paid for from the public purse.
70. The council remains ambitious for Staffordshire, exploring new options and areas to make our county better. However, the financial uncertainty makes planning over the medium term very difficult. The approach is to use reserves in a targeted way to ensure there is a balanced budget for 2023/24, but even with this use of reserves, there remain significant risks to financial stability. To address those risks, consideration will be given to increasing the Contingency budget in light of the Settlement and the risks identified above.
71. The longer-term vision for the council is set out clearly in the Strategic Plan. Members of Cabinet are not prepared to do things which undermine the medium/long term view which is essential to ensure sustainability as an authority.

Legal Implications

At this stage in the development of the financial plans there are no specific legal implications presented by this report.

Some of the decisions required in the report carry a risk of legal challenge. The Council's response to any challenges will be considered if and when they arise on the basis of whether they are likely to be successful.

Resource and Value for Money Implications

The Resource and Value for Money implications are set out in the report.



List of Appendices:

1. Community Impact Assessment
2. Detailed Pressures, Savings and Investments
 - a. Health and Care
 - b. Families and Communities
 - c. Economy, Infrastructure and Skills
 - d. Corporate Services
3. Summary of Pressures, Inflation, Savings and Investments
4. Major Assumptions Used in MTFS
5. Risk Based Review of General Balances
6. Proposed Net Revenue Budget 2023/24 and Planning Forecasts 2024/25 – 2027/28

Contact Details

Report Commissioner: **Rob Salmon, County Treasurer**

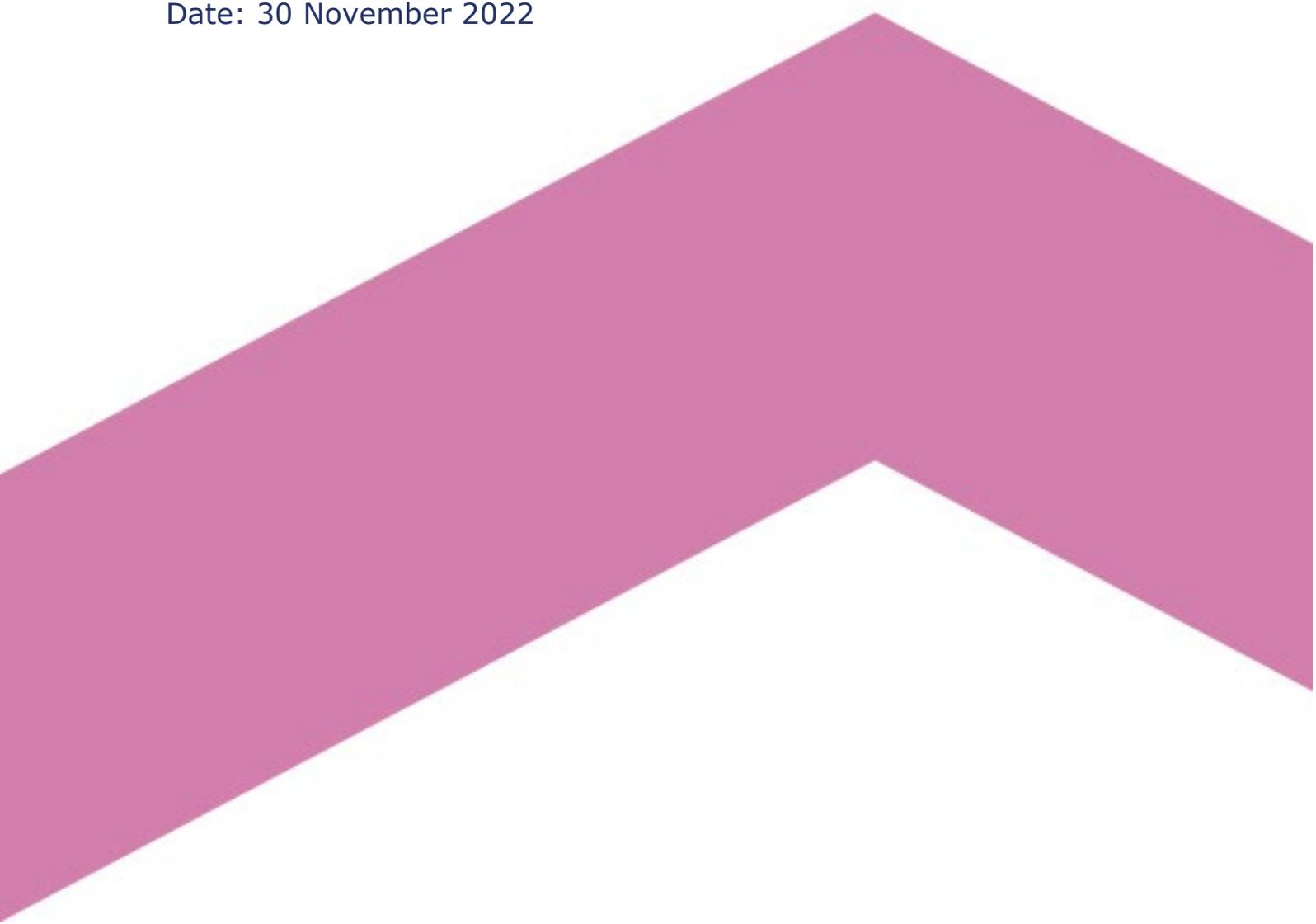
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Annual MTFS Community Impact Assessment Report

2023/24

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Date: 30 November 2022



Annual MTFS Community Impact Assessment (CIA) – 2023 / 24

1. Background / Overview of MTFS CIA Process

- 1.1. Staffordshire County Council's Community Impact Assessment (CIA) policy forms a critical component of our decision-making processes. It sets out a clear and consistent organisational approach to how we assess the impact of service changes, commissioning, and strategy for communities.
- 1.2. In November 2018, Staffordshire County Council established an annual Community Impact Assessment (CIA) of its Medium-Term Financial Strategy (MTFS). The purpose of this is to provide a high level, strategic assessment of MTFS impact each year, considering the cumulative impacts of key MTFS savings proposals and examining what these may mean for Staffordshire's communities, places, and most vulnerable residents.
- 1.3. The MTFS has recently undergone its annual review and sets out how we will work to gain the maximum impact for our ambitions for Staffordshire, as outlined in the Strategic Plan 2022-26, and deliver value for money. The potential cross-cutting community impacts of this are a key consideration, therefore, to accompany this, the MTFS CIA has also been updated to consider the impact of any additional savings proposals. This paper also provides a progress report against the previously identified six CIA priorities identified in the 2022/23 CIA; and refreshes the list of CIA priorities for the upcoming year.

2. MTFS CIA Priorities (2022/23) - Progress Update

- 2.1. The MTFS CIA presented to Cabinet in January 2022 reported the following six proposed savings options with the highest potential impact on our communities and the places they live:
 - Embedding the Children, Young People and Families transformation phase 2 (including SEND)
 - Community Offer for Learning Disabilities
 - Rural Review and Reorganisation (including countryside estates and rights of way)
 - Strategic Review of the Care Market
 - Home Care Policy on High Cost Packages
 - Savings to Mental Health Recovery Service
- 2.2. The assessment also identified some cohorts as being at greater risk of potential cumulative impacts as a result of the MTFS savings proposals, these were:

- Disability / Older People
- Children and Young People / Families
- Localities

2.3 Appendix A provides a progress update against each of the MTFS CIA priorities listed above in paragraph 2.1, as well as an overview of the known impacts on communities and the priority cohorts also listed above in paragraph 2.2.

2.4 The main finding of MTFS CIA work is that our close working with communities, partners, key stakeholders, and our workforce has both ensured continued and flexible delivery of services and helped to mitigate service impacts on some of our key vulnerable groups. Where changes have gone ahead, full individual service CIAs have been developed and conversations have taken place both internally and with key stakeholders to ensure potential impacts are minimised.

2.5 The MTFS CIA Task and Finish Group met in November 2022 to review and discuss each of the six MTFS CIA priorities and identified several cross-cutting themes which have helped to mitigate the impact of current changes on individuals and our communities.

- **Flexibility and doing things differently** – Whilst increasing costs along with rising demand of social care for adults and children, together with significant inflationary costs, continues to put pressures on finances, we have continued to do what is necessary to support those who need it most. Alongside this, delivering some services in a different way and being flexible in our response to how we manage the challenges has helped minimise the impact on the communities we serve. This has brought opportunity to do things better, strengthen existing relationships and work closely with partners and our communities. Examples include:
 - The ‘Rural Review and Reorganisation programme’ has focused on a new and strengthened Vision for the Estate, following the impact of Covid-19 and retaining the Estate management in house.
 - The ‘Community Offer for Learning Disabilities’, includes an integrated service pilot approach for day opportunities, with service users and families, facilitated via a co-production steering committee, which will help inform future service delivery.
 - The ‘Strategic Review of the Care Market’ has helped address issues around rising costs, for example a phased increase in the number of block booked care home beds in accordance with demand, which also ensures providers have a level of financial stability.

- A flexible approach is also being adopted in response to Challenges associated with the embedding of large scale 'Children and Young People's transformation', alongside increasing cost, number and complexity of Child Protection and Children in Care. This includes establishing new programmes of work overseen by a Programme Board focused on: workforce; ways of working; development of a communications strategy; and Children in Care planning.
- **Partnerships** - enabling the effective implementation of some key MTFS changes, whilst minimising the impact for residents and communities has significantly benefitted from continued strong engagement and collaboration with partners. Changes happening have required us to work closely with providers, Integrated Care Board partners, businesses, District and Borough Councils and the VCSE sector, to minimise any potential negative impacts. This has included, for example, changes across the 'Strategic Review of the Care Market', 'Rural Review and Reorganisation programme' and 'embedding the Children and Young People's transformation'.
- **Communities** - Through the Council's Communities Delivery Plan, we have worked closely with our partners and communities to support our residents to help themselves and each other, which has contributed to minimising any potentially negative impacts of change across our six MTFS priority areas. The Council has worked with partners in the VCSE sector to review and agree our new Early Help Strategy 2022-27 and Family Hub Model, which will change the way we deliver support for families locally. We have also recently recommissioned our support for the VCSE sector following the end of our previous VCSE Strategic Capacity Building Partnership. This new contract will see SCVYS and Support Staffordshire continue to work with Staffordshire County Council to build capacity in the VCSE sector and deliver key Council programmes of work. As part of these new arrangements, SCVYS will be engaging with partners and communities on increasing co-production for young people with SEND. Support Staffordshire are also working with VCSE groups in Tamworth, Cannock, and East Staffordshire to increase accessibility of support for adults with learning disabilities, with a view to expanding this work to the other districts in the future. In addition, activity has taken place to provide communities with helpful information, advice, guidance and signposting, including locally targeted #DoingOurBit campaigns on loneliness and health and wellbeing, and the 'Here to Help' cost of living campaign (further highlighted in section 4).

2.6 In addition, the MTFS CIA Task and Finish Group highlighted work underway to address the nationwide recruitment challenges, through a number of broader initiatives to ensure we are further equipped to attract talented and diverse new people, with the aim of making the Council an employer of choice in Staffordshire.

2.7 As demand for care and support continues to increase across the country, the Council and partners across Staffordshire have also taken the initiative to work together to develop a new wide-reaching Future Social Care Workforce Strategy to address retention and recruitment challenges. At the centre of this work, is a focus on innovation and being bold in how we recruit the right people, celebrate their important contribution, and make sure people within the care workforce feel valued and supported in their career development.

3. **Revised MTFS Community Impact Assessment Priorities for 2023/24**

3.1. Following an annual review of the MTFS, a refresh of its CIA has been undertaken alongside this, to ensure any associated cumulative impacts are considered alongside additional saving options proposed by the MTFS. This analysis can be seen at Appendix B to this report.

3.2. The table at Appendix B provides an assessment of the potential impacts on communities, based on proposals set out in the refreshed MTFS for 2023-28 as well as an overall community impact rating for the respective Council business area.

3.3. Overall, this annual review highlights many of the current MTFS CIA priorities remain relevant for the upcoming year, with implementation continuing and ongoing monitoring of impacts in place. with no new savings proposals identified as having a potential high impact on our communities and the places they live. The refreshed list of 4 CIA priorities is set out below.

- Embedding the Children, Young People and Families transformation phase 2 (including SEND)
- Community Offer for Learning Disabilities
- Rural Review and Reorganisation (including countryside estates and rights of way)
- Strategic Review of the Care Market

3.4. The rationale for not continuing to include and monitor the 'Savings to Mental Health Recovery Service' and the 'Home Care Policy on High Cost Packages' is set out in the detailed progress update at Appendix A.

3.5. For those CIA priorities above that remain relevant, each will have full and detailed individual service CIAs as part of the Council's CIA process. Where a CIA has already been undertaken, regular updates and monitoring will continue to be recorded to ensure they remain up to date and relevant.

3.6. As part of refreshing the MTFS CIA for 2023/24, several cumulative impacts for key groups were identified as set out below:

- **Disability / Older People** - A number of savings proposals in the MTFS that result in changes to people with disabilities and older people are across both health and social care as well as families and communities. These include changes through the 'Strategic Review of the Care Market', the 'Community Offer for Learning Disabilities', and the 'embedding of the Children, Young People and Families transformation' (which includes the SEND review).
 - As acknowledged by Cabinet in January 2022, wider ongoing impacts of Covid-19 on this cohort will also need to continue to be considered alongside any further emerging learning in individual service CIAs, and as part of the Council's continued approach to service change and delivery.
 - Alongside potential impacts identified, opportunities to build on existing strengths and assets can be maximised across proposed changes. For example, as part of the new vision for the Countryside Estate Healthy Parks Programme is being developed, as well as a site improvement to improve accessibility and to help benefit all local residents.
- **Children and Young People/Families** - The 'embedding of the Children, Young People and Families transformation programme' will continue to change how services are delivered and received, and will impact upon several different cohorts, particularly children and young people, their families, and carers (and children and young people with disabilities, as noted above).
 - As change is further embedded in the coming year, and as this is all further informed by the new programmes of work overseen by the Programme Board (and the SEND provision co-designed with communities), continuing to monitor and mitigate any impacts will be vital.
 - Again, as acknowledged by Cabinet in January 2022, wider ongoing impacts of Covid-19, which previously identified young people's emotional wellbeing as a key negative impact, alongside any further emerging learning will also need to factor into wider service developments, as appropriate, for these communities.
- **Localities** - Working with local communities, who are at the heart of what makes Staffordshire a strong and thriving county, remains crucial to a number of the proposed savings options identified in the annual MTFS 2023-28 review.
 - This will also include close working with our public sector partners, and the VCSE sector locally. These proposed savings options include 'embedding the Children, Young People and Families transformation', the 'Community Offer for Learning Disabilities', and the Countryside Estates

and Rights of Way (within the 'Rural Review and Reorganisation programme').

- Working with District and Borough Councils, Parish Councils and local VCSE groups will be critical in effectively delivering these saving options locally in a way that minimises any potentially negative impacts on residents. Several strands of work in the Council's Communities Delivery Plan will support this, including for example the new VCSE Capacity Building Framework.

3.7. Alongside the above, two further key developments and issues have been identified, and which will need to continue to be considered. Workforce capacity and recruitment challenges were identified as key further consideration, and as noted in section 2 a range of activity is underway to address local challenges (which are mirrored nationally). In addition to the cumulative impact considerations above we also know that residents across the county remain worried about the rise in the **cost of living**. Whilst not specific to the above CIA priorities, it is important to consider the impact of cost of living on the daily lives of residents, particularly for our most vulnerable residents.

3.8. Close work continues with our multi-agency partners across public sector, strengthening existing relationships, such as through the Staffordshire Leaders Board, and developing new ways of working where required. There has been a strong focus on providing much needed support and signposting for residents around cost of living, alongside continued close working with our communities, and the local VCSE sector, who remain vital in supporting across this all. For example:

- The 'Here to Help' campaign and website provides residents with information, advice and signposting residents to local community support.
- A number of grant programmes are supporting cost of living initiatives, including the Members Community Fund and the Community Recovery Grant scheme with the Community Foundation for Staffordshire.
- The Council are also working with many District and Borough partners to distribute slow cookers to vulnerable households as part of the Household Support Fund.
- Staffordshire library services is offering a range of support over the winter months, from free hot drinks in some of its libraries, warm spaces, offering a place for charging phones and laptops, helping students to study in a warm place and supporting small start-up businesses with a place to work.
- The County Council's network of Community Help Points, which include libraries and children's centres, will also be signposting residents to support and help with the cost of living pressures.

- There is also significant support being provided right across the county by our VCSE sector, and by our residents supporting each other.
- The Staffordshire Leaders Board is also establishing an Officer Group in order to maximise efficiencies and reduce any duplication across this continued focus and work.

3.9. The MTFS CIA will be updated to reflect further learning across this, as appropriate, as will individual CIAs.

4 Next Steps

- 4.1 The MTFS CIA governance process will ensure an ongoing dialogue and analysis with partners on the implementation of these CIA priorities, to ensure any potential impacts on communities are mitigated where possible.
- 4.2 The work of the MTFS CIA Task and Finish Group will also continue to bring together CIA service leads for the work listed above to share progress, discuss emerging cumulative impacts, develop cross-cutting mitigations and act as a mechanism for the ongoing monitoring and review of these at a corporate level.
- 4.3 This will accompany individual service CIAs in line with our corporate CIA policy. The individual CIAs will consider in greater depth the specific impacts for each of these workstreams on our communities, and how we can work with communities, the VCSE sector, local partners, and members to mitigate any potentially negative impacts.
- 4.4 The MTFS CIA Task and Finish Group membership will be refreshed and continue to convene to monitor progress and discuss cross-cutting impacts.

Appendix A - Current MTFS CIA Priorities - 2022/23 - Progress Update

MTFS Proposal	CIA Implementation Update	Community Impact & Mitigations
<p>Embedding the Children, Young People and Families Transformation Programme</p>	<ul style="list-style-type: none"> • A full CIA was produced alongside Cabinet report Nov 2020, updated in Feb 2021 ahead of consultation. • Changes expected to be positive any risks of programme to be monitored and mitigations in place to reduce potential negative impacts. • Will run until 2025/26. 	<ul style="list-style-type: none"> • The long-term Children, Young People and Families Transformation programme is now complete and being embedded into a new way of working which will ensure a whole system approach for children and families and provide a financially sustainable model that ensures children with social care needs remain or return to their family (or extended family network) where it is safe and appropriate to do so, and children with SEND receive the right support at the right time. • Progress on the second phase was initially paused due to Covid-19, however the programme restarted, and a 75-day consultation was completed in June 2021, and the new district model went live in October 2021. The new structure is now complete, and the workforce are in place; training and development is underway and communication and engagement to inform and reassure the workforce and partners is ongoing. Work continues on the pathways and processes and a transition plan continues to be implemented to ensure the safe handover of the programme and ongoing monitoring to the business. • The SEND element of the transformation has been considered a priority and therefore continued throughout the pandemic. A SEND Strategy is now in place and a partnership implementation plan is currently being agreed. Phasing of further transformation is currently being planned. SEND has been part of the workforce reorganisation and the SEND offer will now be part of the integrated early help and family support teams within the district. • Pressures are being experienced relating to increased costs and number/complexity of Child Protection and Children in Care, these are being flexibly responded to by establishing several new programmes of work overseen by a Programme Board focused on workforce, ways of working, development of a communication strategy and Children in Care planning • Overall, changes are expected to be positive for communities, with any risks continuing to be monitored and reviewed as part of the existing MTFS CIA in place.

MTFS Proposal	CIA Implementation Update	Community Impact & Mitigations
		<ul style="list-style-type: none"> It is recommended that this remains a MTFS CIA priority to ensure the ongoing review of impacts.
<p>Community Offer for Learning Disabilities</p>	<ul style="list-style-type: none"> Work was agreed by Cabinet in October 2019; however, Covid-19 had an impact upon commencement and completion of some service changes. Further update report and CIA was considered by Cabinet in November 2020. Further work has been undertaken including feasibility studies and options appraisals which will be considered by cabinet in December 2022. Subsequent CIAs will be undertaken alongside service reviews. 	<ul style="list-style-type: none"> Community Offer for Learning Disabilities will see changes to the way we provide services to some adults with learning disabilities and/or autism, who are in receipt of services across the county. The purpose of these changes is to ensure there are appropriate and sustainable services across the county to meet support needs. Changes will include reviewing and refreshing respite care, residential care, and day services. Provider Services will be creating an integrated model of care which encompasses community-based support in addition to building-based services. Progress since August 2020 includes: <ul style="list-style-type: none"> The tender of Greenfield House was undertaken in October 2021 but was unsuccessful - the decision was made to keep Greenfield House in-house for the medium-term and for a limited refurbishment to improve quality. The capital investment required was approved in principle by Cabinet in October 2022. Horninglow Bungalows was reviewed in August 2021, and it was determined there is limited market capacity and appetite, the service is therefore now being included in the countywide procurement of Supported Living approved by Cabinet in October 2022. A service review of day opportunities and respite has resulted in the design of an integrated service. A pilot is currently underway with service users and families which is facilitated via a co-production steering committee. Two day-services in Boney Hay and Tamworth have merged and operating from a new building in Lichfield. Recommendations to improve and refurbish the Hawthorn House building for up to 15 residents was approved by Cabinet in October 2021. Project planning has commenced, with construction due to start in Spring 2023 and the new building to be complete by October 2025. Options appraisal for day services in Cannock are being explored.

MTFS Proposal	CIA Implementation Update	Community Impact & Mitigations
		<ul style="list-style-type: none"> ○ A consultation on a proposal to relocate Newcastle respite day service to a refurbished local building is taking place. ● Given further service change it is recommended that this remains a MTFS CIA priority with ongoing review of impacts.
Savings to Mental Health Recovery Service	<ul style="list-style-type: none"> ● Contracts expired in 2022 and SCC commissioned a new social care only service ● A full CIA was undertaken ● The current contract will expire in March 2024 	<ul style="list-style-type: none"> ● Savings to Mental Health Recovery services involved recommissioning the service to focus on promoting social inclusion and mental well-being through a community-based model. ● The Social Inclusion and Recovery (SIR) Service was recommissioned from 1 April 2022 as a social care only mental health Floating Support Service. It is being provided by MPFT on a two-year contract which runs to 31 March 2024. ● No savings were agreed as part of the recommission therefore SCC's contribution to the mental health service remains unchanged. ● The vast majority of SIR users transferred to the Floating Support Service and their assessed eligible needs are continuing to be met. ● Recommended that this no longer remains a MTFS CIA priority.
Home Care Policy on High Cost Packages	<ul style="list-style-type: none"> ● A full CIA on the Strategic Review of Home Care was undertaken in September 2020 ● Review of high cost packages and packages under 5 hours is being undertaken 	<ul style="list-style-type: none"> ● Home Care Policy on High Cost Packages - changes to high cost packages may result in some people being moved into residential care or changes to home care provision where the assessed need considers this to be the safest option for the individual. ● Robust assessments are carried out by Midlands Partnership NHS Foundation Trust (MPFT) and assessed eligible needs continue to be met. ● Recommended that this no longer remains a MTFS CIA priority.
Rural review and reorganisation	<ul style="list-style-type: none"> ● Initially presented to Cabinet, with a full CIA in March 2019. ● Review of wider staffing structures commenced in January 2020, then placed on hold due to Covid-19. In early 2021 the staffing 	<ul style="list-style-type: none"> ● The biggest impact of the Rural Review and Reorganisation will be on the rural communities where the Country Parks are situated. However, sites will still be available for public use and will remain under the ownership of the County Council. Management of two sites was transferred in 2018/19 to an environmental NGO and a parish council and is working well. Due to COVID 19 impacts and wider changes, the approach to future management of countryside sites was reviewed.

MTFS Proposal	CIA Implementation Update	Community Impact & Mitigations
	<p>reorganisation was reviewed following consultation with staff/trade unions feedback and learning from Covid-19 and MTFS position revised. A further CIA was undertaken in 2021.</p> <ul style="list-style-type: none"> • A further report and CIA on a new vision for the Countryside Estate considered by Cabinet in December 2022. 	<ul style="list-style-type: none"> • Staff are also impacted by the review and reorganisation. An initial review of the staff structure was commenced in 2020 but was put on hold due to COVID-19. Concerns regarding capacity and resilience of the service in the face of significantly increasing demand were highlighted and the MTFS was revised. A revised proposal was consulted on and a final structure is now in place and recruitment continues to take place. A new operational model for Environment and Countryside has now been implemented. • A new vision for the Countryside Estate to keep in-house and link to the Council’s strategic aims has been considered by Scrutiny and is due to be considered by Cabinet. The proposals represent a generally positive impact since they seek to enhance the ability for all members of the community to gain the benefits of access to natural greenspace and to protect and enhance the environment. • To implement these improvements however, there is a need to recover costs through extending pay and display parking to additional sites alongside a range of other funding mechanisms. Recognising current cost of living pressures for many service users, a range of measures have been identified to reduce impacts, including: <ul style="list-style-type: none"> ○ Meters will not be installed at new sites until after the current winter period when people’s household costs may be high ○ Charges at new sites will be phased in, with an initial voluntary period ○ Charges at existing sites will remain at the current rate until April 2024 – charges compare favorably with other countryside locations in the area ○ An annual permit will be available for use at all SCC countryside sites which significantly reduces the costs for regular users • Annual permits for those who regularly volunteer at the sites and members of the supporter scheme are also being explored.

MTFS Proposal	CIA Implementation Update	Community Impact & Mitigations
		<ul style="list-style-type: none"> • It is important to note that the costs recovered through parking charges will enable better management of the car park facilities and investment in the management of the sites, including making them more accessible for all abilities, caring for wildlife and heritage and improving the visitor experience. • It is recommended this remains a MTFS CIA priority and revisited following implementation of the new Vision for the Countryside Estate.
<p>Strategic Review of the Care Market</p>	<ul style="list-style-type: none"> • A Cabinet paper on the Strategic Review of the Care Home Market, with accompanying CIA, was approved by Cabinet in September 2021 • The Council completed and submitted the draft Market Sustainability Plan and Cost of Care exercise to DHSC as required on 14/10/22. • Subsequent CIAs will be undertaken alongside service reviews 	<ul style="list-style-type: none"> • The Strategic Review of the Care Market will ensure the County Council can continue to meet its statutory duty to meet the needs of people who are assessed as eligible for care and support under the Care Act 2014. • Covid-19 has had a profound impact upon the home care market and accommodation based-market. • To ensure access to good quality and affordable care home placements when they are needed, work includes: <ul style="list-style-type: none"> ○ A phased increase in the number of block booked care home beds in accordance with demand is being undertaken, ensuring providers have a level of financial stability ○ A Cost of Care and Market Sustainability Plan was submitted to the Department of Health and Social Care in October 2022 setting out how we will establish a Staffordshire Fair cost of care rate for older people’s care with providers ○ A Review of Older People’s Nursing Home Capacity and Demand is going to Cabinet in December 2022 to consider current issues affecting demand and available capacity of nursing care home provision with recommendations for future initiatives to meet need and assure market sustainability • It is recommended this remains a MTFS CIA priority and revisited following implementation of the service reviews.

Appendix B - MTFS Community Impact Assessment for 2023/24

The table below is an assessment of **potential medium and high community impact** for each key Council business area, with a summary of the service option as proposed in the MTFS, and an associated impact rating. As many of these are in still in development and subject to consultation or engagement, the outcome and potential impact for communities may not yet be known. We will therefore continue to record and monitor the cumulative impact of these, and where there is significant change proposed ensure individual service CIAs are conducted, reviewed as appropriate.

Area	Programme	Group/Protected characteristics potentially affected	Overall Potential impact rating	Commentary / rationale
Health and Care		Age (older people) Disabilities (particularly learning disabilities and mental health) Staff	High	<p>Community Offer for Learning Disabilities will see changes to the way we provide services to some adults with learning disabilities and/or autism, who are in receipt of services across the county. The purpose of these changes is to ensure there are appropriate and sustainable services across the county to meet support needs. Changes will include reviewing and refreshing respite care, residential care, and day services. Provider Services will be creating an integrated model of care which encompasses community-based support in addition to building-based services. CIAs will be undertaken alongside service reviews.</p> <p>Strategic Review of the Care Market A Strategic Review of the Care Market is being undertaken to ensure the County Council can continue to meet its statutory duty to meet the needs of people who are assessed as eligible for care and support under the Care Act 2014. Covid-19 has had a profound impact upon both the home care market and the accommodation-based market. The review therefore includes:</p> <ul style="list-style-type: none"> • Expanding use of block booking of care home beds • Commissioning of care home placements

Area	Programme	Group/Protected characteristics potentially affected	Overall Potential impact rating	Commentary / rationale
				<ul style="list-style-type: none"> • Shaping of the care market • Investing non-recurring funding in the sector to improve recruitment and retention • Exploring how technology can be used to support people • Working across the Council to develop a workforce strategy for people who work in the care sector <p>A full CIA is in place and individual CIAs will be undertaken as part of any service review or change, with ongoing monitoring of impact and mitigations.</p>
Families and Communities	Children's services	Age (young people) Disability (SEND) Carers Sex (female) Pregnancy Staff	High	<p>The long-term Children, Young People and Families Transformation programme is now complete and being embedded into a new way of working which will ensure a whole system approach for children and families and provide a financially sustainable model that ensures children with social care needs remain or return to their family (or extended family network) where it is safe and appropriate to do so, and children with SEND receive the right support at the right time.</p> <p>The programme will change how services are delivered and received; and will impact upon several different cohorts, particularly children and young people, their families and carers, and children and young people with disabilities.</p> <p>These changes are expected to be positive for communities, to ensure the ongoing monitoring and review of any potential impacts and mitigations, this will remain an MTFS CIA priority for 2023/24.</p> <p>The existing CIA remains in place and has been updated with further updates as appropriate in line with any service change.</p>

Area	Programme	Group/Protected characteristics potentially affected	Overall Potential impact rating	Commentary / rationale
	Rural	All Localities Staff	Medium	<p>The Review of Countryside Estates & Rights of Way faced delays due to Covid-19 impacts and the approach to future management of countryside estates was reviewed. Following the review, a new vision has been developed which is being considered by Cabinet. The Rural Review and Reorganisation was also impacted by Covid-19 with a review of the staff structure taking place.</p> <p>Updates to the Community Impact Assessment continue to be undertaken.</p>

HEALTH AND CARE

Appendix 2a

Projected Pressures, Cost Reduction Options and Investments

Description	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Care Commissioning					
Community Impact Assessment Rating - Medium					
Total Service Spending Pressures Approved in February 2022	27.252	45.484	57.044	56.694	61.966
Projected Changes to Original Service Spending Pressures					
The council is working in partnership with local NHS partners to help people with Learning Disabilities and Autism to move from being NHS inpatients into the community so that they can live as normal a life as possible. This is creating a financial pressure for the council.	0.700	1.400	2.100	2.800	3.500
Additional BCF funding from inflationary uplift to CCG cash transfer in 2022/23 onwards	(1.250)	(1.250)	(1.250)	(1.250)	(1.250)
Increased inflationary pressures on home care costs (excl. FCoC)	1.870	4.698	5.252	5.624	5.792
2022/23 onwards impact of rising cost of new older people residential and nursing placements	0.000	0.000	0.000	0.000	5.170
Estimate of use of Social Care Support Grant	(1.670)	(5.548)	(7.152)	(8.574)	(9.025)
Removal of social care reform costs	(14.089)	(22.489)	(22.489)	(22.489)	(22.489)
Reduced estimated use of Social Care Support Grant to fund additional demand arising from the Government's adult social care funding reforms.	(7.292)	(6.637)	(2.393)	(0.551)	(0.100)
Appropriation from reserves to balance the H&C position.	0.000	0.000	0.000	0.000	(5.937)
Total Projected Changes to Service Spending Pressures Approved in February 2022	(21.731)	(29.826)	(25.932)	(24.440)	(24.339)
New Service Projected Pressures					
The Mental Health Service continues to face increasing costs because of increases in the number of people requiring Mental Health support and the complexity of people's care needs and the need to meet these needs for longer as life expectancies rise.	0.350	0.700	1.050	1.400	1.750
New Service Projected Pressures Total	0.350	0.700	1.050	1.400	1.750
Total Service Cost Reductions Approved in February 2022	(1.895)	2.077	6.059	8.059	8.059
New Service Cost Reduction Options					
New Service Cost Reduction Options Total	0.000	0.000	0.000	0.000	0.000
Total Pressures	5.871	16.358	32.162	33.654	39.377
Total Cost Reductions	(1.895)	2.077	6.059	8.059	8.059
Service Total	3.976	18.435	38.221	41.713	47.436

KEY: 1.000 = £1m of pressure or loss of income
(1.000) = £1m cost reduction or additional income

HEALTH AND CARE

Appendix 2a

Projected Pressures, Cost Reduction Options and Investments

Description	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Adult Social Care and Safeguarding	Community Impact Assessment Rating - Medium				
Total Service Spending Pressures Approved in February 2022	0.195	0.195	0.195	0.195	0.195
Total Service Cost Reductions Approved in February 2022	(0.650)	(0.650)	(0.650)	(0.650)	(0.650)
Total Pressures	0.195	0.195	0.195	0.195	0.195
Total Cost Reductions	(0.650)	(0.650)	(0.650)	(0.650)	(0.650)
Service Total	(0.455)	(0.455)	(0.455)	(0.455)	(0.455)
Total Health & Care Pressures and Cost Reductions	3.521	17.980	37.766	41.258	46.981
Inflation	3.338	5.965	8.571	11.061	13.638
Health & Care Grand Total	6.859	23.945	46.337	52.319	60.619

CHILDREN AND FAMILIES

Appendix 2b

Projected Pressures, Cost Reduction Options and Investments

Description	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Children's Services					
Community Impact Assessment Rating - Medium					
New Service Projected Pressures					
Additional staffing pressures - workforce capacity	2.634	2.634	2.563	2.377	2.279
Additional court and counsel fees	0.200	0.200	0.200	0.200	0.200
Recruitment and Retention	2.691	2.691	2.691	2.691	2.691
Inflation on posts	0.426	0.426	0.426	0.426	0.426
New Service Projected Pressures Total	5.951	5.951	5.880	5.694	5.596
Total Service Cost Reductions Approved in February 2022	(4.623)	(8.247)	(10.482)	(10.482)	(10.482)
Projected Changes to Original Service Cost Reductions					
Reduction in Looked After Children placement costs as result of transformation	10.700	11.500	11.500	10.000	8.000
Total Projected Changes to Service Cost Reductions Approved in February 2022	10.700	11.500	11.500	10.000	8.000
New Service Cost Reduction Options					
Additional partners contributions for CiC placements	(1.000)	(1.000)	(1.000)	(1.000)	(1.000)
Reduce temporary agency/project support	(0.145)	(0.145)	(0.145)	(0.145)	(0.145)
New Service Cost Reduction Options Total	(1.145)	(1.145)	(1.145)	(1.145)	(1.145)
Investment					
Implementation of a Restorative Practice model working with children and their families to encourage more effective working relationships	(0.008)	(0.023)	(0.023)	(0.023)	(0.023)
Adult Specialist workers in District Teams to address the root cause of problems	(0.810)	(0.810)	(0.810)	(0.810)	(0.810)
Total Investments Approved in February 2022	(0.818)	(0.833)	(0.833)	(0.833)	(0.833)
Total Pressures	5.951	5.951	5.880	5.694	5.596
Total Cost Reductions	4.932	2.108	(0.127)	(1.627)	(3.627)
Total Investments	(0.818)	(0.833)	(0.833)	(0.833)	(0.833)
Service Total	10.065	7.226	4.920	3.234	1.136

CHILDREN AND FAMILIES

Appendix 2b

Projected Pressures, Cost Reduction Options and Investments

Description	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Education Services	Community Impact Assessment Rating - Low				
Total Service Spending Pressures Approved in February 2022	0.390	0.770	0.920	1.150	1.150
Projected Changes to Original Service Spending Pressures					
Change in costs of home to school SEN transport relating to number of school days in a financial year.	(0.260)	0.580	(0.040)	(0.440)	0.660
Expected changes in SEN pupil numbers and diversity in destination bases.	0.470	0.600	0.460	0.140	0.000
Total Projected Changes to Service Spending Pressures Approved in February 2022	0.210	1.180	0.420	(0.300)	0.660
Total Service Cost Reductions Approved in February 2022	(0.090)	(0.090)	(0.090)	(0.090)	(0.090)
Projected Changes to Original Service Cost Reductions					
Reduced historical pension costs	(0.120)	(0.120)	(0.120)	(0.120)	(0.120)
Total Projected Changes to Service Cost Reductions Approved in February 2022	(0.120)	(0.120)	(0.120)	(0.120)	(0.120)
New Service Cost Reduction Options					
Reduce budget for temporary agency/project support	0.000	(0.105)	(0.105)	(0.105)	(0.105)
Reduce budget for statutory compliance work and support (e.g. Academisation)	0.000	(0.160)	(0.160)	(0.160)	(0.160)
New Service Cost Reduction Options Total	0.000	(0.265)	(0.265)	(0.265)	(0.265)
Total Pressures	0.600	1.950	1.340	0.850	1.810
Total Cost Reductions	(0.210)	(0.475)	(0.475)	(0.475)	(0.475)
Service Total	0.390	1.475	0.865	0.375	1.335
Total Children & Families Pressures and Cost Reductions	10.455	8.701	5.785	3.609	2.471
Inflation	13.125	18.152	22.973	27.123	31.366
Children & Families Grand Total	23.580	26.853	28.758	30.732	33.837

ECONOMY, INFRASTRUCTURE AND SKILLS
Projected Pressures, Cost Reduction Options and Investments

Appendix 2c

Description	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Economic Development & Strategic Planning					
					Community Impact Assessment Rating - Low
Total Service Spending Pressures Approved in February 2022	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)
Total Pressures	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)
Service Total	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)
Infrastructure & Highways					
					Community Impact Assessment Rating - High
Total Service Spending Pressures Approved in February 2022	(0.050)	(0.050)	(0.600)	(0.550)	(0.500)
New Service Projected Pressures					
Highways inflation	2.000	1.000	1.000	1.000	1.000
Street lighting - energy price increase	2.700	1.700	0.850	0.000	0.000
New Service Projected Pressures Total	4.700	2.700	1.850	1.000	1.000
Total Pressures	4.650	2.650	1.250	0.450	0.500
Service Total	4.650	2.650	1.250	0.450	0.500
Transport, Connectivity & Waste					
					Community Impact Assessment Rating - High
Total Service Spending Pressures Approved in February 2022	(0.154)	(0.056)	2.206	2.506	2.806
Projected Changes to Original Service Spending Pressures					
Change in costs of home to school mainstream transport relating to number of school days in a financial year.	(0.090)	0.150	(0.030)	(0.150)	0.180
Total Projected Changes to Service Spending Pressures Approved in February 2022	(0.090)	0.150	(0.030)	(0.150)	0.180
New Service Projected Pressures					
Transport Inflation - additional (Mainstream)	0.340	0.340	0.340	0.340	0.340
Mainstream Transport - school capacity issue	0.020	0.040	0.060	0.080	0.080
Additional expenditure due to changes in DfT grants	1.440	1.440	1.440	1.440	1.440
New Service Projected Pressures Total	1.800	1.820	1.840	1.860	1.860

ECONOMY, INFRASTRUCTURE AND SKILLS
Projected Pressures, Cost Reduction Options and Investments

Appendix 2c

Description	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Total Service Cost Reductions Approved in February 2022	(0.565)	(0.565)	0.000	0.000	0.000

ECONOMY, INFRASTRUCTURE AND SKILLS
 Projected Pressures, Cost Reduction Options and Investments

Appendix 2c

Description	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
New Service Cost Reduction Options					
Funding for additional expenditure above due to changes in DFT grants	(1.440)	(1.440)	(1.440)	(1.440)	(1.440)
New Service Cost Reduction Options Total	(1.440)	(1.440)	(1.440)	(1.440)	(1.440)
Total Pressures	1.556	1.914	4.016	4.216	4.846
Total Cost Reductions	(2.005)	(2.005)	(1.440)	(1.440)	(1.440)
Service Total	(0.449)	(0.091)	2.576	2.776	3.406
Culture, Rural and Communities					
Community Impact Assessment Rating - Medium					
Total Service Spending Pressures Approved in February 2022	0.196	0.196	0.196	0.196	0.196
New Service Projected Pressures					
Joint Coroners service with S-o-T. Initial pressure whilst discussions around apportionments are agreed.	0.033	0.033	0.033	0.000	0.000
New Service Projected Pressures Total	0.033	0.033	0.033	0.000	0.000
Total Service Cost Reductions Approved in February 2022	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
Total Pressures	0.229	0.229	0.229	0.196	0.196
Total Cost Reductions	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
Service Total	0.179	0.179	0.179	0.146	0.146
Total Economy, Infrastructure & Skills Pressures and Cost Reductions	4.355	2.713	3.980	3.347	4.027
Inflation	6.491	10.726	14.376	18.347	23.289
Economy, Infrastructure & Skills Grand Total	10.846	13.439	18.356	21.694	27.316

CORPORATE SERVICES

Appendix 2d

Projected Pressures, Cost Reduction Options and Investments

Description	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Assets					
Total Service Spending Pressures Approved in February 2022	0.100	0.100	0.100	0.100	0.100
Total Service Cost Reductions Approved in February 2022	0.220	0.370	0.370	0.370	0.370
Total Pressures	0.100	0.100	0.100	0.100	0.100
Total Cost Reductions	0.220	0.370	0.370	0.370	0.370
Service Total	0.320	0.470	0.470	0.470	0.470
County Treasurers					
Community Impact Assessment Rating - Low					
Total Service Spending Pressures Approved in February 2022	0.031	0.063	0.063	0.063	0.063
New Service Projected Pressures					
Increase in audit fees following the PSAA Ltd's procurement process	0.240	0.240	0.240	0.240	0.240
New Service Projected Pressures Total	0.240	0.240	0.240	0.240	0.240
Total Pressures	0.271	0.303	0.303	0.303	0.303
Service Total	0.271	0.303	0.303	0.303	0.303
Governance					
Total Service Pressures Approved in February 2022	(0.022)	(0.041)	(0.041)	(0.041)	(0.041)
New Service Projected Pressures					
Rights of Way - s53 - to address backlog	0.121	0.121	0.121	0.121	0.121
Contracts support	0.060	0.060	0.060	0.060	0.060
New Service Projected Pressures Total	0.181	0.181	0.181	0.181	0.181
Total Pressures	0.159	0.140	0.140	0.140	0.140
Service Total	0.159	0.140	0.140	0.140	0.140

CORPORATE SERVICES

Appendix 2d

Projected Pressures, Cost Reduction Options and Investments

Description	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Strategy	Community Impact Assessment Rating - Low				
Total Service Pressures Approved in February 2022	0.000	0.000	0.500	0.500	0.500
Total Pressures	0.000	0.000	0.500	0.500	0.500
Service Total	0.000	0.000	0.500	0.500	0.500
Total Corporate Services Pressures and Cost Reductions	0.750	0.913	1.413	1.413	1.413
Inflation	2.532	4.488	6.252	7.681	9.148
Corporate Services Grand Total	3.282	5.401	7.665	9.094	10.561

Summary of Pressures, Inflation, Savings and Investments

	2023/24	2024/25	2025/26	2026/27	2027/28
	£m	£m	£m	£m	£m
Health and Care					
Pressures	6.066	16.553	32.357	33.849	39.572
Inflation	3.339	5.966	8.573	11.064	13.641
Savings	(2.545)	1.427	5.409	7.409	7.409
Investments	-	-	-	-	-
Health and Care Total	6.860	23.946	46.339	52.322	60.622
Children and Families					
Pressures	6.551	7.901	7.220	6.544	7.406
Inflation	13.130	18.161	22.986	27.139	31.385
Savings	4.722	1.633	(0.602)	(2.102)	(4.102)
Investments	(0.818)	(0.833)	(0.833)	(0.833)	(0.833)
Children and Families Total	23.585	26.862	28.771	30.748	33.856
Economy, Infrastructure and Skills					
Pressures	6.410	4.768	5.470	4.837	5.517
Inflation	6.491	10.726	14.376	18.347	23.289
Savings	(2.055)	(2.055)	(1.490)	(1.490)	(1.490)
Investments	-	-	-	-	-
Economy, Infrastructure and Skills Total	10.846	13.439	18.356	21.694	27.316
Corporate Services					
Pressures	0.530	0.543	1.043	1.043	1.043
Inflation	2.532	4.488	6.252	7.681	9.148
Savings	0.220	0.370	0.370	0.370	0.370
Investments	-	-	-	-	-
Corporate Services Total	3.282	5.401	7.665	9.094	10.561
Grand Total	44.573	69.648	101.131	113.858	132.355

All figures presented in each year represent a cumulative change from the current 2022/23 budget.

**Major Assumptions Used in MTFS
Year-on-Year Increases**

	2023/24	2024/25	2025/26	2026/27	2027/28
Staffing costs					
Pay	4.0%	3.0%	2.5%	2.5%	2.5%
Local Government Pension Scheme increases	1.0%	1.0%	1.0%	-	-
General running costs					
Prices (including internal recharges from trading services)	4.0%	2.0%	2.0%	2.0%	2.0%
Contractual inflation	Variable	Variable	Variable	Variable	Variable
Income (standard allocation)	2.0%	2.0%	2.0%	2.0%	2.0%
Utility / Running Expenses					
Electricity	£1.9m	-£1.2m	-£0.05m	-	-
Gas	£2.3m	-£1.0m	-£0.5m	-£0.4m	-
Business Rates bills	3.0%	3.1%	3.1%	3.1%	3.1%
Water ¹	2.0%	2.0%	2.0%	2.0%	2.0%
Petrol	10.0%	2.0%	2.0%	2.0%	2.0%
Diesel	10.0%	2.0%	2.0%	2.0%	2.0%
In-Year Increases					
Interest Rates					
Interest on investments	2.44%	2.06%	1.88%	1.75%	1.75%
Interest on debt	3.74%	3.73%	3.73%	3.77%	3.80%
General Funding					
Revenue Support Grant	£11.3m	£11.3m	£11.3m	£11.3m	£11.3m
Council Tax	1.99%	1.99%	1.99%	1.99%	1.99%
Social Care Precept	1.00%	1.00%	1.00%	1.00%	1.00%

¹ Water Bill increases are set by OFWAT. These have been capped for the 5 year period at the previous Novembers RPI inflation rate plus 0.5%

Risk Based Review of General Balances

CIPFA guidance indicates that a well-managed authority with a prudent approach to budgeting should be able to operate with a relatively low level of general reserves and that Chief Financial Officers should take account of the strategic, operational and financial risks facing the authority.

A risk assessment has been undertaken to identify the key financial risks for next year which can be used as a basis for determining the minimum level of general balances for the county council. Details of this assessment are provided below. Whilst not a complete list of all the financial risks faced by the council, the assessment focuses on those most likely (High and Medium risks) to have a significant impact on the budget.

2022/23 Provision £m	Area of Expenditure	Level of Risk	Explanation of risk/justification of balances
Treatment of inflation and interest rates			
8.0	Inflation	High	Services could experience risks in contract prices over and above the general inflation allocation allocated in the MTFs. The mix of price increases could vary across sectors, which could result in a particular strain on resources in some areas.
1.0	Brexit	Medium	Uncertainty around prices following the country's exit from the European Union.
1.0	Treasury Management	Low	1% point increase in interest rate on borrowing against capital programme.
1.0	Investments	Low	0.5% point drop in interest on balances will reduce the income by £0.5m.
Estimates of the level and timing of capital funding			
3.0	Capital Receipts / Developer contributions	Medium	The council anticipates using capital receipts and developer contributions to fund the capital programme, however where these are not received an alternative funding source must be used which could increase borrowing levels.
The treatment of demand led pressures			
10.0	Adults Social Care	High	Increasing demand for services.
10.0	Looked after Children	High	Continual risk that demand pressures from a potential increase in the number and cost of out of county residential care placements will exceed budget provision.
2.0	Other areas	Medium	Risks of overspend in other budget areas.
5.0	General grant income	High	There are risks around collection rates for both Council Tax and Business Rates, as well as uncertainty around future government grant levels.
1.50	VAT	Low	Risk of exceeding 5% limit for input tax.
The treatment of efficiency savings/productivity gains			
10.0	Non achievement of efficiency savings/ 'invest to save' costs/ redundancy costs	Medium	Risk of non-achievement of savings, or delays in delivery or additional unforeseen one off costs to facilitate savings.

Financial risks in any significant new funding partnerships, major outsourcing deals or major capital developments			
4.0	Partnership risks	High	Financial risks of various potential significant partnership agreements that the council may enter into over the MTFS period.
The availability of other funds to deal with major contingencies			
2.0	Disaster recovery	Medium	Cost of consequential losses for uninsurable risk incidents such as virus attack on ICT infrastructure and ensuring business continuity.
10.0	Insurance (Difficult to quantify)	Low	Risk of: uninsured terrorism, gradual pollution liabilities, gap between Aggregate stop and Provision.

Level of Balances – Summary

Level of Risk	£m
High and Medium Risks	55.0

Proposed Net Budget 2022/23 Planning Forecasts 2023/24 to 2026/27

	Proposed Net Budget 2023/24	Planning Forecast 2024/25	Planning Forecast 2025/26	Planning Forecast 2026/27	Planning Forecast 2027/28
	£m	£m	£m	£m	£m
Health and Care					
Public Health and Prevention	27.382	27.382	27.382	27.382	27.382
Public Health Ring Fenced Grant	(27.382)	(27.382)	(27.382)	(27.382)	(27.382)
Adult Social Care and Safeguarding	42.976	44.896	46.802	48.611	50.487
Care Commissioning	208.222	223.388	243.875	248.049	254.473
Better Care Fund	(32.708)	(32.708)	(32.708)	(32.708)	(32.708)
<i>Sub Total</i>	<i>218.490</i>	<i>235.576</i>	<i>257.969</i>	<i>263.952</i>	<i>272.252</i>
Children and Families					
Children's Services	131.969	132.427	133.265	134.429	135.244
Children's Public Health	9.802	9.802	9.802	9.802	9.802
Public Health Ring Fenced Grant	(9.802)	(9.802)	(9.802)	(9.802)	(9.802)
Education Services	33.257	35.746	36.509	37.057	39.079
Wellbeing and Partnerships	8.263	8.593	8.901	9.166	9.437
<i>Sub Total</i>	<i>173.489</i>	<i>176.766</i>	<i>178.675</i>	<i>180.652</i>	<i>183.760</i>
Economy, Infrastructure and Skills					
Economic Development & Strategic Planning	3.050	2.812	2.833	2.855	2.913
Infrastructure & Highways	40.239	39.637	39.643	40.230	41.726
Transport, Connectivity & Waste	45.401	48.352	52.787	55.183	58.876
Skills	7.349	7.398	7.442	7.477	7.513
Culture, Rural & Communities	13.243	13.630	13.997	14.269	14.582
EI&S Business Support	1.200	1.246	1.290	1.316	1.342
<i>Sub Total</i>	<i>110.482</i>	<i>113.075</i>	<i>117.992</i>	<i>121.330</i>	<i>126.952</i>
Corporate Services					
Assets	12.241	12.892	13.364	13.772	14.192
Business Support and Compliance	10.914	11.358	11.752	12.054	12.363
Comms & Marketing	0.838	0.880	0.918	0.948	0.979
County Treasurers	11.767	12.190	12.533	12.807	13.088
People	3.335	3.594	3.827	4.021	4.220
Law	6.099	6.225	6.355	6.458	6.564
Corporate Services	0.532	0.571	0.603	0.621	0.640
Strategy	3.402	3.537	4.159	4.259	4.361
<i>Sub Total</i>	<i>49.128</i>	<i>51.247</i>	<i>53.511</i>	<i>54.940</i>	<i>56.407</i>
Service Total	551.589	576.664	608.147	620.874	639.371
Capital Financing					
Capital Financing	20.593	22.436	23.241	23.494	22.994
Use of Capital Receipts	-	-	-	-	-
Centrally Controlled	23.710	21.972	22.051	23.422	26.715
Investment Programme Capacity Fund	1.621	2.093	2.093	2.093	2.093
Traded Services / Business Partner	(0.753)	(0.751)	(0.749)	(0.747)	(0.745)
Contingency	10.000	9.000	9.000	8.000	8.000
Net Revenue Budget	606.760	631.414	663.783	677.136	698.428
Use of Reserves		-	-	-	-
Use of Capital Reserves		-	-	-	-
Use of Local Taxation Reserve	(2.466)	-	-	-	-
Contribution to Reserves	(20.638)	3.366	3.887	4.418	4.418
Use of Reserves					
Budget Requirement	583.656	634.780	667.670	681.554	702.846
Revenue Support Grant	(11.256)	(11.256)	(11.256)	(11.256)	(11.256)
Business Rates	(19.653)	(19.778)	(19.890)	(20.356)	(20.592)
2015/16 Business Rates 2% Cap Grant	(7.721)	(7.721)	(7.818)	(7.808)	(7.808)
New Homes Bonus	-	-	-	-	-
Covid 19 Funding	-	-	-	-	-
Council Tax Collection Fund Surplus / Deficit	1.584	-	-	-	-
Income Guarantee Scheme	-	-	-	-	-
Core Services Grant	-	-	-	-	-
Social Care Support Grant	(34.634)	(34.634)	(34.634)	(34.634)	(34.634)
Market Sustainability and Fair Cost of Care	(5.509)	(5.509)	(5.509)	(5.509)	(5.509)
Market Sustainability and Fair Cost of Care	(5.509)	(5.509)	(5.509)	(5.509)	(5.509)
Council Tax	(422.889)	(440.246)	(458.461)	(476.977)	(496.152)
Financing Total	(583.656)	(604.265)	(624.262)	(644.772)	(665.750)
<i>(Headroom) / Shortfall</i>	<i>-</i>	<i>30.515</i>	<i>43.408</i>	<i>36.782</i>	<i>37.096</i>