

2024-25 TO 2026-27 SAVINGS PROPOSALS

Public Health			
2024/25 £m	2025/26 £m	2026/27 £m	Total £m
1.00	1.00	1.00	3.0
<p>The PH grant allocation to LBH from the Office for Health Improvement and Disparities (OHID) in 2023/24 is £37.041m. £5.9m (15%) of the total grant allocation in 2023/24 is being invested in eligible (ie that meet the requirements of the grant) expenditure areas across the Council. This includes approx £850k towards central support costs. A further £3m savings are planned across the next 3 financial years (£1m per year). Together this is a total contribution of £8.9m (24%). This is a sizeable challenge and we need to continue to ensure the contribution meets OHID grant conditions and targets wellbeing and health improvement.</p> <p>There are two elements to our Medium Term Financial Plan (MTFP) Public Health (PH) contributions</p> <ul style="list-style-type: none"> • Discussions continue to ensure an appropriate Health in All Policies Approach (HIAP) rebadge of of the £5.9m PH grant contribution to the MTFP in 2023/24 FY • A programme is underway to redirect the additional 3-year plan totalling £3m through contract reviews, impact assessment, and a Health in All Policies Approach (HIAP) 			
Delivering better outcomes in Adult Social Care (ASC)			
2024/25 £m	2025/26 £m	2026/27 £m	Total £m
0.77	1.78	3.31	5.86
<p>Through working with Newton Europe, we have identified opportunities to transform how we work to deliver financial benefit over the next few years, whilst maintaining a focus on delivering better outcomes for our residents. This is largely a culture change programme, aiming to support staff to plan less expensive forms of care that promote independence, for example, supported living as opposed to residential care, as long as it is safe and appropriate to do so. The programme will help staff to consider how to ensure the care and support we provide is best promoting an individual’s independence, through designing new ways of working or different approaches. For example, where individuals may currently receive a full 6 weeks of reablement support after leaving hospital, we will aim to only deliver the amount of reablement someone needs to regain their independence. This will allow more individuals to access the service, whilst still delivering the same outcomes but for more people.</p> <p>This programme seeks to;</p> <ul style="list-style-type: none"> • reduce the number of people needing ASC, • embed an approach that promotes independence meaning less restrictive care packages are put in place, • review current care provision with the aim of stepping down care that could better 			

- promote someone's independence, as well as
- redesigning services to allow more equitable access for more residents.

This will span initial assessments and reviews across all teams, as well as improving the capacity and effectiveness of Learning Disabilities and Reablement services specifically. How we commission services is also included in the scope of work.

The transformation programme aims to improve outcomes for residents and reduce the overall cost of care through transformed decision making and practice. The expected outcome of this process is that the care costs of individual residents are lower under the new ways of working than they would have been under existing processes. We also hope to be able to support more individuals to access services that promote independence. These outcomes will be closely tracked via a series of key performance indicators (KPIs) to be agreed with Newton Europe, through a Finance and Performance Board.

The savings modelled within the diagnostic review associated with this programme are mainly related to cost avoidance - i.e. the prevention of something happening that would have cost more than the actual outcome (e.g. for new service users who may currently have been referred to residential settings, people are instead referred into Housing with Care or homecare with lower costs associated).

The Cabinet Procurement and Insourcing Committee (CPIC) has agreed to award the contract to a delivery partner, and planning with Newton Europe started in September with a contractual agreement to work in a blended team with existing ASC staff, support LBH staff to develop the appropriate skills to embed and deliver the work on going, and to ensure the council remains fully in control of the programme at all times through rigorous governance. We are now moving into the 'design' phase of the programme.

Street Cleansing & Waste

2024/25 £m	2025/26 £m	2026/27 £m	Total £m
0.65	0.65	0.7	2.0

For 2024/25, proposals have been finalised that aim to deliver £210k on route optimisation - this will involve some waste collection staff working compressed hours over four days, i.e. still working 36 hours, with savings delivered through reduced overtime payments on weekends and further efficiencies arising from the use of fleet; £81k for removal of provision of food waste liners for the food recycling service to street level and schools (noting that is not compulsory to use these liners); Further, £360k will arise from commercial waste fees being increased in line with inflation.

The second phase of the service transformation is under development and further benchmarking work to inform proposals for 2025/26 and beyond will be undertaken.

Income Generation			
2024/25 £m	2025/26 £m	2026/27 £m	Total £m
1.4	0.5	0.3	2.2
<p>Development of commercial approach and maximisation of income generation opportunities for the Council. Building on the initial scoping work undertaken by EY late last summer which identified:</p> <ul style="list-style-type: none"> • Areas where the Council 'trades' but we do not generate a contribution or cover costs. • Potential new areas of income plus the need for a commercial strategy to frame work on taking these new areas forward i.e. what was acceptable and what was not. • Through the Policy Based Budget Review work we also identified areas where budgets may be conservative and there was potential for some 'quick wins'. <p>The savings will be achieved through a combination of the above with a focus on the Policy Based Budget Review work quick wins, the traded service workstreams as well as inflationary increases to deliver the savings target in 2024/25.</p>			
	£000		
Quick wins -base budget review of actuals to budget	350	Capturing overachievement of income budget across, venues, film location, markets and shop front trading and registrars.	
Traded services - fee increases to reflect cost of services and additional income streams	550	<p>Increased income from</p> <ul style="list-style-type: none"> • Permitted increase to statutory planning application fees - the first in a number of years. • Increase in fees to reflect cost of delivering the service to Developers and other legal and governance services • Net income from establishing a Car pound in borough 	
Inflationary increase in Fees & Charges at September CPI 6.7%	500	Fee increases in line with Fees and charges principle across major income streams, including Market and Shop Front Trading, Venues Building control Hygiene Services, Highways licensing.	
	1,400		
<p>For 2025/26 and beyond the opportunities for new income will be considered and developed into proposals for consideration. Aligned to this will be the development of a Commercial Strategy for the council which will set a framework for income generation. This will be developed over the coming months.</p>			

Future workforce & corporate centre			
2024/25 £m	2025/26 £m	2026/27 £m	Total £m
1.4	0.6	0.3	2.3
<p>There are two distinct strands to this area of the savings development work</p> <ol style="list-style-type: none"> 1. Cashable savings that will be achieved through a combination of the benefits of hybrid working possible through the changes introduced throughout the pandemic, integration of services and efficiency targets set for the services delivered by the Corporate Centre. This work stream is where the savings proposals will be developed and delivered. 2. The development of a Future Workforce strategy with accompanying policies and procedures that will result in a more skilled, efficient and effective organisation at lower and more sustainable cost. It is important to note that in developing proposals to deliver workforce efficiencies any cashable savings will accrue to all services across the Council services - we will need to capture any enhanced productivity arising from policy changes and improvements. <p>Cashable Savings - 2024/25 The proposals for cashable savings is £1,400K in 2024/25.</p> <p>A review of the supplies and services budgets versus actuals has identified £0.944m of potential savings. Due to the investment in technology to enable virtual meetings and working from home, less printing is taking place as well as less consumption of office supplies and equipment. A review of the last three years budget versus actuals has identified unspent budgets that can be released.</p> <p>The remaining £456K will be delivered from efficiencies with the corporate centre, that is the Chief Executive's directorate and the non-public facing services within Finance and Corporate Resources. The remaining £456K represents an efficiency target of 1.5% of this budget and review of all budgets is being undertaken to identify efficiencies, including a base budget to deliver this remaining target. This is a Business As Usual process and there will be no impact on services to residents from this work.</p> <p>2025/26 and beyond There are further opportunities to support savings across the Council - using corporate capabilities to deliver efficiencies and support services in modernising their ways of working. The opportunities we are planning to explore are:</p> <ul style="list-style-type: none"> • Moving more first point of contact for residents into the corporate Customer Services face-to-face and contact centre • Moving administrative work to the Corporate Business Support and Print Unit service • Supporting service areas with review of their ways of working to ensure that they are maximising the potential of the Council's common technologies and policies to support modern working practices • Simplifying our internal processes and make it easier to get things done <p>These will be developed and brought forward for approval through 2024/25.</p>			