

Executive 14 February 2024
Medium Term Financial Strategy and 2024/25 Revenue Budget

Appendix 2: Savings Proposals 2024/25 to 2025/26

Summary overview

Service Area	Amount of Saving				Indicative FTE Impact
	2024/25	2025/26	2026/27	Total	
	£'000	£'000	£'000	£'000	
Adults Services	7,855	2,200	0	10,055	0
Public Health	15	0	0	15	0
Childrens Services	6,142	3,394	0	9,536	0
Neighborhoods	4,211	3,104	0	7,315	7
Corporate Core	1,359	1,089	0	2,448	35.5
Growth and Development	1,460	315	0	1,775	1
Cross Cutting	332	0	0	332	0
Total Savings	21,374	10,102	0	31,476	43.5

Adults Services:

Service	Description of Saving	Type of Saving	Amount of Saving			Indicative FTE Impact
			2024/25	2025/26	Total	
			£'000	£'000	£'000	
Provider Services	Day Services - following the delivery of a day services review and associated findings, expand use of external capacity/focus on complex needs. This is intended to maximise the cost effectiveness of in-house day services by repositioning them to support citizens with more complex needs. This would mean reviewing people in expensive external day placements and moving them to in-house provision as well as reviewing people with low to moderate support needs in in-house provision and finding alternative provision in the community or with lower cost external providers (including VCSE as providers under contract).	Service Redesign		100	100	TBC
Provider Services	Short Breaks - this programme is intended to refocus in-house short breaks service through a new integrated MLCO offer to support emergency placements and supporting crisis situations. The financial saving will be within long term care	Service Redesign		100	100	TBC
Provider Services	Transport review - The savings target represents a substantial redesign of the service model and charging basis. Delivery will be through a combination of significant increase in nominal charge, review of access criteria, exploration of alternative transport models and encouraging independence through travel training initiatives	Service Redesign	75	0	75	TBC
Provider Services	DSAS - Transformation of in house supported accommodation to enable the service to support citizens with the most complex needs. Very significant change programme required with the potential to improve outcomes through more optimal approach to supporting most complex in-house including Transforming Care cohort, citizens placed in high cost packages (including out of area) and including those where joint or health funding arrangements are in place. Significant engagement with families will be required.	Service Redesign	900	1,250	2,150	TBC

Service	Description of Saving	Type of Saving	Amount of Saving			Indicative FTE Impact
			2024/25	2025/26	Total	
			£'000	£'000	£'000	
Extracare	<p>Implement wellbeing charge - This is an additional amount on top of the rent, service charge and any care charges that apply. It is a charge that every resident in the scheme pays, whether they receive care or not. Following introduction, the Service would expand the benefits of paying a Wellbeing Charge, for example, through an annual Wellbeing Check, working with local community health providers⁷⁷ and public health so that the Charge does have an actual emphasis on Wellbeing.</p> <p>Through benchmarking, the highest rate of weekly wellbeing charges found is £40 per week. The lowest charge is £11 per week. The proposal is for a wellbeing charge of £5-10 per person per week</p>	Income Generation	50	0	50	None
Directorate	Smoothing via Adult Social Care Reserve	Efficiency	0	(2,275)	(2,275)	None
Long Term Care	<p>Further demand management – all care groups. This target has been set for 2025/26 and is therefore some time into the future. This is in addition to £10m identified in 2023/24 for demand management to support the existing budget gap. The target has been set on the basis that the programme has delivered evidenced demand reductions to date and that there will continue to be opportunities to improve outcomes and independence of Manchester citizens and many of the Better Outcomes Better Lives arrangements will be fully embedded by then. There is notably an expectation that TEC and the move to digital will be further advanced and the whole care market will have developed further through the reform agenda. Within the MLCO work will have progressed to optimise care models and this will also be impacting. The Fair Cost of Care programme should enable a sustainable care market and more appetite to work with the Council on developing care models in residential settings and particularly therapeutic interventions. This target will be the subject of more detailed consideration in the 2024/25 budget cycle and is in effect a commitment at this stage</p>	Efficiency	0	2,275	2,275	None

Service	Description of Saving	Type of Saving	Amount of Saving			Indicative FTE Impact
			2024/25	2025/26	Total	
			£'000	£'000	£'000	
Learning Disability	Joint funding/CHC and improving joint commissioning. Of utmost importance is the right support from a clinical team having oversight of the citizens wellbeing and review responsibility for the package of care (a rights-based approach). There are a number of citizens within long term placements that are at or near the CHC threshold. The desired outcome includes an enhanced joint funding of packages and much more structured joint commissioning arrangements	Income Generation	175	750	925	None
Homecare	Moving and Handling intervention to reduce double cover	Efficiency	1,500		1,500	None
Homecare/ Direct Payments	Reviews aimed at ensuring people have appropriate levels of care without over prescription and a Reablement First approach	Efficiency	800		800	None
Residential	One to One Control – updated business rules. Implemented and working well	Efficiency	300		300	None
Residential	Assessed Need Top Up – price pressure in 2023/24 will be addressed through the increase in framework rates in April 2024	Efficiency	1,200		1,200	None
Residential	Client numbers and D2A Pathway – Health and Social Care system requirement to ensure a sustainable social care component	Efficiency	1,000		1,000	None
Establishment	Vacancy factor - reflects current vacancy and turnover position. Non recurrent 2024/25	Efficiency	1,100		1,100	None
Income	Billing of client contributions for care in block contract and extra care arrangements	Income Generation	500		500	None
Establishment	Vacancy Target	Efficiency	255		255	TBC
Total		Total	7,855	2,200	10,055	0

Public Health

Service	Description of Saving	Type of Saving	Amount of Saving			Indicative FTE Impact
			2024/25	2025/26	Total	
			£'000	£'000	£'000	
Directorate	Reversal of one off saving	Efficiency	(330)	0	(330)	0
Directorate	Headroom in budget set aside for contract uplifts	Efficiency	330	0	330	0
Establishment	Vacancy Target	Efficiency	15		15	0
Total			15	0	15	0

Children's Services

Service	Description of Saving	Type of Saving	Amount of Saving			Indicative FTE Impact
			2024/25	2025/26	Total	
			£'000	£'000	£'000	
Children's Safeguarding	Managing Demand – Saving assumes that growth of placement numbers will be at a rate of 78 per annum across Looked After Children and Permanence placements, whereby average cost of placement is £25k.	Efficiency	3,000	2,000	5,000	0
Children's Safeguarding	Mockingbird - Program nurtures the relationships between children, young people and foster families supporting them to build a resilient and caring community of six to ten satellite families called a constellation. The Mockingbird constellation builds links with other families and individuals important to the children's care plans and to resources in the wider community which can provide them with enhanced opportunities to learn, develop and succeed. This model has been applied elsewhere and has led to greater placement stability and carer retention. It is expected that over a three-year period 2 external residential placements and 4 external fostering placements can be avoided.	Efficiency	219	257	476	0
Children's Safeguarding	Use of Reserve – Reversal of one year use of reserves.	Use of Reserves	(500)	0	(500)	0
Children's Safeguarding	Thriving Families - is a whole family, strengths-based approach to child protection. Work is undertaken by children's social workers, adult mental health practitioners, substance misuse and probation officers, working together as one team. Joint knowledge and expertise are used to assess the needs of the whole family, supplying services to meet those needs, and supporting parents to achieve sustained change for themselves and their children. There is empirical evidence that risks to children can reduce, reducing the need for children to come into care and requiring child protection planning. The cost benefit analysis shows that 22 placements can be avoided 2024/25 to 2025/26.	Efficiency	500	500	1,000	0

Service	Description of Saving	Type of Saving	Amount of Saving			Indicative FTE Impact
			2024/25	2025/26	Total	
			£'000	£'000	£'000	
Children's Safeguarding	Shared Care - It was found that an edge of care service supporting children who have a learning disability and/or autism is needed. The plan is to support six children, splitting the week between the children to ensure there is only three children at home at any one time. Where needed the service will offer outreach support to children's families. It will promote education, health, and activities. Clothing will be provided by the family, foster carer/guardian etc. Children will be collected dropped off, as well as transported to education on the days children are at the home. The plan is to develop and test this in in 2023/24. The savings proposal assumes cost avoidance of 4.5 external residential placements and a further 1.5 placement external fostering placements.	Efficiency	351	351	702	0
Children's Safeguarding	The Thriving Babies - Confident Parents Project is about promoting the health, wellbeing and safeguarding of children through working differently with their parents during pregnancy to improving outcomes for babies so they can thrive by having safe, stable, permanent homes, still being with their families and communities. The proof of concepts has been trailed and will be rolled out throughout the city. To date the program has worked with 118 cases, 110 babies have remained in the care of their family and 8 have become looked after - to date. The 118 primary care givers had previously 81 children removed from their care prior to working with Thriving Babies showing the complexity of this cohort. Numbers of babies taken into care across the city have reduced since the implementation of Thriving Babies in June 2021. Based on this evaluation and after taking account of savings proposals outlined it is proposed a further £200k savings can be made from the project, this equates to 15 internal foster care placements over the course of the year and a further 4.5 internal foster care placements thereafter.	Efficiency	90	0	90	0

Service	Description of Saving	Type of Saving	Amount of Saving			Indicative FTE Impact
			2024/25	2025/26	Total	
			£'000	£'000	£'000	
Education	School Crossing Patrols – There are 90 school crossing patrols. The patrols are rated red, amber, or green in terms of road safety. 21 are rated as red, 36 rated as amber and 33 rated as green. The Council undertook significant capital investment from 2018 to 2022 in total £6.18m. This work has led to eight crossing changing their rating to green. Council policy is that it funds staffing for red and amber locations. If a crossing location is green, or is regarded as green, the school is given the choice to fund the patrols costing £6k per year. Whilst School Crossing Patrols (SCP) are not a statutory service they are a key road safety measure. It is proposed that SCP are financed by the Road Parking and Bus Lane Penalties Reserve instead of Council budget on an on-going basis. In accordance with the reserve's conditions road safety measures can be charged to the reserve. Further capital support will be provided to support the investment in school crossing patrols to reduce the call on future reserves.	Efficiency	100	286	386	0
Children's Safeguarding	Early Help - the service's gross budget is £8.9m, it is funded by grant and Council budget. The grant supporting the service is set to increase by £2m, it will receive additional Family Hub (£1.5m) and Supporting Families grant (£0.5m) next year. This extra targeted investment has allowed services to be reviewed and streamlined to release £0.590m. Following a line-by-line review of the £0.550m of the proposed saving will be achieved through reducing contingencies built into the existing budget. £50k of 2023/24 saving will be achieved through the ending of a contract. This approach will not impact on service delivery or expected outcomes as savings are being made through service efficiencies.	Efficiency	160	0	160	0
Directorate	Workforce Savings	Use of grants and reserves	222		222	0
Childrens Services	External Residential Placements - Review of all external residential placements and development of internal provision will enable the Directorate to achieve 2024/25 Managing Demand saving and reduce spend by a further £2m.	Efficiency	2,000		2,000	0
Total		Revised Total	6,142	3,394	9,536	0

Neighbourhoods and Homelessness

Service	Description of Saving	Type of Saving	Amount of Saving			Indicative FTE Impact
			2024/25	2025/26	Total	
			£'000	£'000	£'000	
Waste and Street Cleaning	Introduce charges for replacement recycling bins	Income Generation	0	400	400	0
Bereavement Services	Bereavement Services - Income charges, increase of 10% on all fees and charges	Income Generation	0	372	372	0
Contract and Commissioning	New advertising hoardings on Chester Road roundabout	Income Generation	100	0	100	0
Commercial and Operations	Increased traffic enforcement – Moving Traffic Offences - new scheme / Bus Lanes - full enforcement of all bus lanes and bus gates	Income Generation	1,000	1,000	2,000	0
Highways	Developer Fee Income - S278's would generate fees for checks, and approvals to designs etc.	Income Generation	35	0	35	0
Highways	Increased income through applying 5% inflationary uplift	Income Generation	184		184	0
Neighbourhoods	Review of Vacant posts	Efficiency	198		198	4
Community Safety	A temporary reduction in the contribution to the security measures for Christmas whilst Albert Square is unavailable, it is proposed that this will be re-introduced once the markets return to Albert Square	Efficiency	40		40	0
Neighbourhoods - Business Units	Review of vacant posts	Efficiency	100		100	0
Neighbourhoods -Advertising	The City Council currently operates two large advertising contracts for sites across the City and work is ongoing to identify further opportunities for new sites.	Income Generation	200		200	0
Neighbourhoods -Advertising	Review of Advertising Contract	Income Generation	152		152	0

Service	Description of Saving	Type of Saving	Amount of Saving			Indicative FTE Impact
			2024/25	2025/26	Total	
			£'000	£'000	£'000	
Waste	5% Increase in Sales, Fees and Charges	Income Generation	37		37	0
Compliance	5% Increase in Sales, Fees and Charges	Income Generation	95		95	0
Homelessness and Asylum	Demand reductions in Emergency and Temporary Accommodation Placements	Service Transformation	2,070	1,332	3,402	3
Total			4,211	3,104	7,315	7

Corporate Core

Service	Description of Saving	Type of Saving	Amount of Saving			Indicative FTE Impact
			2024/25	2025/26	Total	
			£'000	£'000	£'000	
Customer Services and transactions	ICT investment will make digital access easier and increase no of residents using digital channels rather than traditional channels for contact	Efficiency	0	200	200	6.5
ICT	Due to increased flexible working and access to MS teams, reduce number of telephones (mobiles and landlines) across the council	Efficiency	25	25	50	0
ICT	Rationalise Wi-Fi providers	Efficiency	0	184	184	0
ICT	Due to changes in working arrangements, reduce both the number of printers across the estate and the volume of prints.	Efficiency	25	0	25	0
Finance, Procurement & Commercial Governance	As part of the planned change in ERP system there will be increased efficiency through standardisation of processes, training of budget holders and self-service.	Efficiency	200	200	400	8
HR/OD	Replace existing ATS software to improve recruitment processes and new front Door implementation.	Efficiency	50	65	115	3
Performance Research & Intelligence	Review service operating model with greater emphasis on proactive work to improve our data and develop self-serve capacity and greater prioritisation of requests from services	Efficiency	122	125	247	10
Legal	Increased income through review of fees and charges	Income Generation	50	100	150	0
City Policy	Reduce strategic cultural grant to NFM	Efficiency	50	0	50	0
Communications	Review print and mailroom processes	Efficiency	35	70	105	0
Registrars	Review existing fees and charges to align with other Core Cities	Income Generation	20	0	20	0
Corporate Core	NI and Superannuation savings through introduction of electric car leasing	Efficiency	100	120	220	0

Service	Description of Saving	Type of Saving	Amount of Saving			Indicative FTE Impact
			2024/25	2025/26	Total	
			£'000	£'000	£'000	
Registrars	Review existing fees and charges to align with other Core Cities	Income Generation	80		80	0
Corporate Core	Share of the £1m workforce savings.	Efficiency	286		286	8
Customer Services	Clamping Income	Income generation	50		50	0
HROD	Schools income	Income generation	26		26	0
Communications	Increase in charge	Income generation	52		52	0
Procurement	Increase external charges by 5%	Income generation	4		4	0
Internal Audit	Increase external charges by 5%	Income generation	10		10	0
Commercial Governance	Increase existing external charges	Income generation	15		15	0
Registrars	Realign existing income budgets	Income generation	80		80	0
Capital Programmes	Realign existing income budgets	Income generation	25		25	0
DPE	Realign existing income budgets	Income generation	54		54	0
Total						

Growth and Development

Service	Description of Saving	Impact	Type of Saving	Amount of Saving			Indicative FTE Impact
				2024/25	2025/26	Total	
				£'000	£'000	£'000	
Investment Estate	Recognise annual agreed increase in Manchester Airport Group Rents		Income Generation	170	815	985	0
Service Wide G&D	Delete 1 vacant post in Development		Efficiency	24		24	1
Investment estate	Increased income		Income Generation	1,250	(500)	750	0
Strategic Housing	Inflationary increase on solar panels		Income Generation	16		16	0
Total			Revised Total	1,460	315	1,775	1

Cross Cutting

Service	Description of Saving	Impact	Type of Saving	Amount of Saving			Indicative FTE Impact
				2024/25	2025/26	Total	
				£'000	£'000	£'000	
Cross Cutting	Sustainable working and reduced travel			225		225	
Cross Cutting	Reduction in non-essential budgets across all directorates			107		107	
Total			Revised Total	332	0	332	0