

## Adult Care and Support Directorate

Portfolio	Description	Impact on delivery of Council Priorities	Forecast					
			2022/23 One-off £'000	2023/24 One-off £'000	2024/25 One-off £'000	2025/26 One-off £'000	2025/26 Ongoing £'000	
Adult Social Care & Health	<b>Pressures</b>							
	Reform of the adult social care charging system (including care cap and means test changes from October 2025)	This is a required national reform which impacts on council priority to deliver good quality, responsive, and dignified care and support for adults in Solihull when they need it	0	0	0	0	3,424	
	Discharge activity to improve flow from hospital and additional capacity	Funding provided to local authorities to ensure those people who need to draw on social care when they are discharged from hospital can leave as soon as possible.	0	1,961	2,312	0	2,312	
	Cost of living pressures and increased bad debt/write-offs	Failing to plan for these increasing costs will adversely impact on the ability of the council to provide good quality, responsive, and dignified care and support for adults in Solihull when they need it	0	250	250	0	0	
	Demographic and inflation above budgeted levels	Failing to plan for these increasing costs will adversely impact on the ability of the council to provide good quality, responsive, and dignified care and support for adults in Solihull when they need it	1,132	2,636	2,737	0	3,294	
	<b>Total pressures</b>		<b>1,719</b>	<b>6,885</b>	<b>7,337</b>	<b>0</b>	<b>11,068</b>	
	<b>Ongoing mitigation</b>							
	Additional Social Care Grant	Grant funding to be shared between adults and children's social care	0	(2,092)	(3,069)	0	(1,440)	
	Discharge Fund - pooled through Better Care Fund (requiring health agreement)	Funding provided to local authorities to ensure those people who need to draw on social care when they are discharged from hospital can leave as soon as possible.	0	(904)	(1,506)	0	(1,506)	
	Market Sustainability and Improvement Fund Grant	This is a required national reform which impacts on council priority to deliver good quality, responsive, and dignified care and support for adults in Solihull when they need it	(587)	(2,038)	(2,038)	0	(2,038)	
	Distribution of funding to support the reform of the adult social care charging system from October 2025 (estimated SMBC allocation)	This is a required national reform which impacts on council priority to deliver good quality, responsive, and dignified care and support for adults in Solihull when they need it	0	0	0	0	(3,424)	
	BCF inflation 25/26 - pending national policy review, prior years included in MTFS already	Additional funding provided through the Better Care Fund will enable the council to continue to deliver good quality, responsive, and dignified care and support for adults in Solihull when they need it	0	0	0	0	(200)	
	Proposed MTFS allocation - additional 1% increase to ASC precept	Subject to Full Council approval	0	(1,201)	(2,530)		(3,963)	
	<b>Total ongoing mitigation</b>		<b>(587)</b>	<b>(6,235)</b>	<b>(9,143)</b>	<b>0</b>	<b>(12,571)</b>	
	<b>Net ongoing shortfall (before one-off mitigation)</b>		<b>1,132</b>	<b>650</b>	<b>(1,806)</b>	<b>0</b>	<b>(1,503)</b>	
	<b>One-off mitigation</b>							
	Use of Reserves (ASC Contingency)	The use of one-off reserves limits the directorate's future ability to respond to demand changes and respond to the overall level of uncertainty	(1,132)	0	1,806	0	1,503	
	Use capital funding to reduce care expenditure	None. This is using an alternative funding stream to provide good quality, responsive, and dignified care and support for adults in Solihull when they need it.	0	(250)	0	0	0	
	One-off use of NHS funding to release council funding	Additional health funding will enable the council to use its own resources to provide good quality, responsive, and dignified care and support for adults in Solihull when they need it.	0	(400)	0	0	0	
	<b>Total one-off mitigation</b>		<b>(1,132)</b>	<b>(650)</b>	<b>1,806</b>	<b>0</b>	<b>1,503</b>	
<b>Total mitigation</b>		<b>(1,719)</b>	<b>(6,885)</b>	<b>(7,337)</b>	<b>0</b>	<b>(11,068)</b>		
<b>Net position (after one-off mitigation)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		

Public Health Directorate

Portfolio	Description		Forecast					
			2022/23 One-off £'000	2023/24 One-off £'000	2024/25 One-off £'000	2025/26 One-off £'000	2025/26 Ongoing £'000	
Adult Social Care & Health	<b>Pressures</b>							
	Public Health contract inflation (all contracts except Substance Misuse)	The acceleration and recovery of Public Health services is a key deliverable of the priority to improve life chances and health outcomes in our most disadvantaged communities. Without contract inflation providers would need to meet increased costs within current financial envelopes creating funding shortfalls, thus impacting on opportunities to accelerate prevention service recovery across Public Health services.	0	284	260	0	270	
	Family Hubs - funding for service set up and on-going operational delivery from March 2024	Redesigned service provision will positively contribute to improving outcomes for children and young people in Solihull	0	0	850	0	850	
	<b>Total pressures</b>		<b>0</b>	<b>284</b>	<b>1,110</b>	<b>0</b>	<b>1,120</b>	
	<b>Ongoing mitigation</b>							
	Public Health Grant inflation - agree annual contract inflation limited to forecast increase in grant	Should the increase in grant be significantly lower than the prevailing rate of inflation, contract providers may struggle to deliver the level of service required to support deliverables relating to public health services.	0	(284)	(260)	0	(270)	
	Family Hubs - cross Directorate service redesign to deliver on-going funding solution (requirement will be for £850k on-going from 26/27)	Dependent on the detail of specific proposals brought forward as part of the redesign - tbc	0	0	0	0	(550)	
	<b>Total ongoing mitigation</b>		<b>0</b>	<b>(284)</b>	<b>(260)</b>	<b>0</b>	<b>(820)</b>	
	<b>Net ongoing shortfall (before one-off mitigation)</b>		<b>0</b>	<b>0</b>	<b>850</b>	<b>0</b>	<b>300</b>	
	<b>One-off mitigation</b>							
	Family Hubs - Fairer Futures Transformation bid	None	0	0	(850)	0	0	
	Family Hubs - use of Family Hubs reserve	None	0	0	0	(300)	0	
	<b>Total one-off mitigation</b>		<b>0</b>	<b>0</b>	<b>(850)</b>	<b>(300)</b>	<b>0</b>	
	<b>Total mitigation</b>		<b>0</b>	<b>(284)</b>	<b>(1,110)</b>	<b>(300)</b>	<b>(820)</b>	
	<b>Net position (after one-off mitigation)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>(300)</b>	<b>300</b>	

Children's Services Directorate

Portfolio	Reference (1)	Description	Impact on delivery of Council Priorities	Forecast				
				2022/23 One-off £'000	2023/24 One-off £'000	2024/25 One-off £'000	2025/26 One-off £'000	2025/26 Ongoing £'000
		<b>Pressures</b>						
	7.4.1	Improvement Activities - Temporary Independent chair for the Improving Outcomes for Children in Solihull Board and Permanent Research In Practice membership essential for maintaining up to date, quality practice			46	12	0	12
	7.4.2	Leadership - to lead and manage expanded demand levels, inject investment into Early Help, Youth Justice Service, Missing and Exploitation, and MASH, and to temporarily drive delivery of key service development projects such as internal residential provision and internal fostering expansion.			658	658	0	347
	7.4.3	Multi-Agency Safeguarding Hub (MASH) & Early Help Level 3 - Social Work staff to match demand with a reduction over time in requirements as the proposed Early Help Level 2 Service comes on line			1,303	1,130	0	805
	7.4.4	Local Safeguarding Children's Partnership (LSCP)			100	100	0	100
	7.4.5	Youth Justice Service - Growth to match demand and requirements			475	475	0	543
	7.4.6	Exploitation and Missing - Growth to match demand and requirements			404	404	0	404
	7.4.7	Early Help Level 2 - New Service required to support families early on with additional staffing needed in the first two years as the service is implemented and embeds			713	713	0	730
	7.4.8	Private Orders - Review of financial support policy for Special Guardianship Orders, to better support appropriate permanency (children leaving care pre-adulthood), with an on-going legal duty to provide post-Order advisory support	Improving outcomes for children and young people in Solihull, Take action to improve life chances and health outcomes in our most disadvantaged communities, Enable Communities to Thrive, Promote employee wellbeing.		328	90	0	90
Children and Education	7.4.10a	Sufficiency of provision for cared for and care experienced children - Social work staff to match demand	The medium-term implications of responding to the Joint Targeted Area Inspection (JTAI) and subsequent Improvement Notice issued by the Secretary of State, the National Panel Review into the deaths of Arthur Labinjo-Hughes and Star Hobson and findings of further independent reviews in Solihull are considerable. They are, however, highly necessary to safeguard and support the vulnerable children, young people, and families in the borough as we continue our improvement journey and establish our preventative offer.		262	262	0	262
	7.4.10b	Sufficiency of provision for cared for and care experienced children - Implementation of Children's homes to meet our sufficiency requirement, cost coverage from Placements budget as placements come online			300	200	0	0
	7.4.11	Children in need of assessment, Children in Need, Children with disabilities and Child protection and Court - Growth to match demand and requirements			870	870	0	870
	7.4.12	Local Authority Designated officer (LADO) - JTAI recommended essential role			106	106	0	106
	7.4.13	Business Administration - Growth to match demand with efficiencies as processes are restructured over time			184	164	0	164
	7.4.14	Social Work Recruitment and Retention - Recycling of 2 Consultant Social Worker posts to enable the role of a number of social worker posts to be expanded to provide wider progression pathway opportunities across the service			103	103	0	103
	7.4.15	Practice improvement, training, development and monitoring			83	83	0	83
	7.4.16	Children's Social Care Legal			375	325	0	275
	7.4.17a	Direct Social Care Support - Placements - General increase to match current demand drivers, after accounting for 2023/24 £200k and 2024/25 £200k on-going cumulative commitments already built into the MTFs			943	743	0	743
	7.4.17b	Direct Social Care Support - Placements - Contingency for new entrants while Early Help services expand and imbed			524	524	0	0
	7.4.17c	Direct Social Care Support - Placements - Internal Foster invest to save			162	199	0	252
	7.4.17d	Direct Social Care Support - Section 17 - General increase to match current demand drivers			200	300	0	300

Portfolio	Reference (1)	Description	Impact on delivery of Council Priorities	2022/23 One-off £'000	2023/24 One-off £'000	2024/25 One-off £'000	2025/26 One-off £'000	2025/26 Ongoing £'000		
Children and Education	7.4.18	Child Protection Review Unit (CPRU) - To provide independent oversight and review of children who are subject to child protection plans, and children who are cared for, growth to match demand which is expected to reduce over time with Early Help implementation	Improving outcomes for children and young people in Solihull, Take action to improve life chances and health outcomes in our most disadvantaged communities, Enable Communities to Thrive, Promote employee wellbeing		139	127	0	66		
	7.4 Cross-cutting	High Demand Social Care Case Management Team			191	0	0	0		
	<b>Total Social Care, Youth Justice and Exploitation &amp; Missing Pressures</b>				<b>8,675</b>	<b>8,469</b>	<b>7,588</b>	<b>0</b>	<b>6,255</b>	
	8.1.1 & 8.1.3	EHCP Annual Review Backlog and EHCP Demand Increases - Growth in staffing to match current demand with a concessionary addition towards future growth while long term demand trends are assessed	Improving outcomes for children and young people in Solihull, Take action to improve life chances and health outcomes in our most disadvantaged communities, Enable Communities to Thrive, Promote employee wellbeing		195	313	0	402		
	8.1.2	EHCP Staff Recruitment and Retention			70	84	0	99		
	8.1.4	SEND Green Paper - At this stage Local Authority new burden impacts are not sufficiently nationally developed to advise on the potential impact on the MTFS			0	0	0	0		
	8.2	Home to School Transport - To match current demand with flexing as the number of academic days vary in each financial year			1,304	1,618	0	1,429		
	8.3a	Other Education Services - Temporary realignment to match grants receivable, with the future of the grants linked to School Academisations			16	0	0	0		
	8.4	Childrens Commissioning and Placements Team - Expansion to meet growth in requirements and demand			134	134	0	134		
	<b>Total Education and Commissioning Pressures</b>				<b>840</b>	<b>1,719</b>	<b>2,149</b>	<b>0</b>	<b>2,064</b>	
	-	Impact of future years pay award				-	117	-	208	
	<b>Total pressures</b>				<b>9,515</b>	<b>10,188</b>	<b>9,854</b>	<b>0</b>	<b>8,527</b>	
	<b>Ongoing mitigation</b>									
	7.4.9	Family Support Services - Recycling of Family Support Workers to elsewhere in the Directorate	Necessary to realign FSW support across the Service to match demand, investing in Early Help Levels 2 and 3		(154)	(154)	0	(154)		
	7.4.14	Social Work Recruitment and Retention - Recycling of 2 Consultant Social Worker posts to enable the role of a number of social worker posts to be expanded to provide wider progression pathway opportunities across the service	Necessary to enable funding of pressure 7.4.14 above		(103)	(103)	0	(103)		
	7.4.17c	Direct Social Care Support - Placements - Internal Foster invest to save	Deliverable as a result of investment set out at 17.4.17c above		(256)	(448)	0	(609)		
	8.3b	Other Education Services - Historic early retirement and pension commitments	None		(136)	(153)	0	(171)		
	8.5	Officers Transport - Savings from hybrid working	None		(83)	(83)	0	(83)		
	-	Proposed MTFS allocation	None		(8,922)	(8,913)	0	(7,407)		
	<b>Total ongoing mitigation</b>				<b>0</b>	<b>(9,654)</b>	<b>(9,854)</b>	<b>0</b>	<b>(8,527)</b>	
	<b>Net ongoing shortfall (before one-off mitigation)</b>				<b>9,515</b>	<b>534</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<b>One-off mitigation</b>									
	8.3a	Other Education Services - Temporary realignment to match grants receivable, with the future of the grants linked to School Academisations			0	(64)	0	0	0	
	-	DFE Improvement Grant (One-off)			(642)	0	0	0	0	
	-	Specific Reserves and one-off funding			(400)	0	0	0	0	
	-	Budget Strategy Reserve - Early Help Level 2 Implementation			(192)	0	0	0	0	
	-	Contingency Reserves			(2,500)	0	0	0	0	
-	Proposed MTFS allocation			(5,781)	0	0	0	0		
<b>Total one-off mitigation</b>				<b>(9,515)</b>	<b>(64)</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>Net position (after one-off mitigation)</b>				<b>0</b>	<b>470</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Incremental approach to growth assumed at 5% of net pressure										
<b>Net position (after one-off mitigation) and assumed incremental approach</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		

(1) References link to paragraph references as reported to Cabinet 6th October 2022.

## Economy and Infrastructure Directorate

Portfolio	Description		Forecast					
			2022/23 One-off £'000	2023/24 One-off £'000	2024/25 One-off £'000	2025/26 One-off £'000	2025/26 Ongoing £'000	
	<b>Pressures</b>							
Environment and Infrastructure	Lasting impact of Covid-19 on parking income (mostly offset by remaining Covid emergency grant in 2022-23)	None.	1,275	560	664		491	
	Impact of closure of Marks and Spencers in Solihull Town Centre on income in adjacent car park	None.	536	481	403		325	
	Cost of inflation above budgeted amount on Strategic Environment Contract (SEC)	Positive impact - Enhance our natural environment, improve air quality and reduce net carbon emissions.	430	77	81		83	
	Other SEC pressures - costs of vehicles, forestry	Positive impact - Enhance our natural environment, improve air quality and reduce net carbon emissions.	248	223	231		236	
	SEC provisional items following utilisation of current reserve	Positive impact - Enhance our natural environment, improve	0	0	293		302	
Climate change, Planning and Housing	Cost to implement recommendations of Building Safety Review	Positive impact - Increase the supply of affordable and social housing that is environmentally sustainable	0	125	125		125	
Climate Change Planning and Housing Communities and Leisure Environment and Infrastructure Partnerships and Wellbeing Resources	Increased cost of gas and electricity for services	None.	492	0	0		0	
Communities and Leisure	Impact of Covid-19 on Core theatre and café	None.	161	0	0		0	
Environment and Infrastructure	Remedial works at Shirley Shoppers car park	Positive impact - Develop and promote the Borough's economy, with a focus on revitalising our town and local centres	118	0	0		0	
Climate Change Planning and Housing Communities and Leisure Environment and Infrastructure Partnerships and Wellbeing Resources	New post in Economy and Infrastructure to focus on additional funding opportunities.	Positive impact - the post will assist with accessing additional funding which could support a number of Council priorities.	0	73	74		75	
	<b>Total pressures</b>		<b>3,260</b>	<b>1,539</b>	<b>1,871</b>	<b>0</b>	<b>1,637</b>	
	<b>Ongoing mitigation</b>							
Communities and Leisure	Utilising grant funding to cover core staff costs	None.	0	(40)	(40)		(40)	
	Reduce budgeted contributions to reserves for Libraries and Core Café	None.	0	(15)	(15)		(15)	
Climate Change, Planning and Housing Communities and Leisure Partnerships and Wellbeing Resources	Communities and Partnerships management restructure	None.	0	(50)	(50)		(50)	
Environment and Infrastructure	Review of street lights to identify those that could be switched off between midnight and 5am with minimal impact on safety	Positive impact - Enhance our natural environment, improve air quality and reduce net carbon emissions.	0	0	(126)		(252)	

Portfolio	Description		2022/23 One-off £'000	2023/24 One-off £'000	2024/25 One-off £'000	2025/26 One-off £'000	2025/26 Ongoing £'000
Resources	Transformation of Registration Service	None.	0	0	(101)		(101)
	Increased income from second cremator at Woodlands to meet demand	Negative impact - Enhance our natural environment, improve air quality and reduce net carbon emissions.	0	0	(40)		(40)
	<b>Total ongoing mitigation</b>		<b>0</b>	<b>(105)</b>	<b>(372)</b>	<b>0</b>	<b>(498)</b>
	<b>Net ongoing shortfall (before one-off mitigation)</b>		<b>3,260</b>	<b>1,434</b>	<b>1,499</b>	<b>0</b>	<b>1,139</b>
	<b>One-off mitigation</b>						
Environment and Infrastructure Communities and Leisure	Covid-19 Emergency Grant	None.	(1,667)	0	0		0
Climate Change Planning and Housing Communities and Leisure Environment and Infrastructure Partnerships and Wellbeing Resources	Use of Economy and Infrastructure Contingency Reserve	None.	(762)	(785)	0		0
Environment and Infrastructure	Use of Environment Services Contingency reserve	None.	0	(217)	0		0
Communities and Leisure	Reduction in balance of Libraries Colocation and Technology reserve	None.	0	(31)	0		0
Communities and Leisure	Release of Payment Kiosks reserve	None.	0	(69)	0		0
Environment and Infrastructure	Release of Placemaking reserve	None.	0	(240)	0		0
Environment and Infrastructure	Reduction in balance on UKC reserve	None.	0	(19)	0		0
Climate Change Planning and Housing Communities and Leisure Environment and Infrastructure Partnerships and Wellbeing Resources	Various 2021-22 favourable variances particularly from timing of recruitment and additional charges of staff time to grants	None.	(831)	0	0		0
Environment and Infrastructure	Coventry and Solihull Waste Disposal Company (CSWDC) dividends applied to Economy and Infrastructure pressures	None.	0	(73)	(1,499)		(1,139)
	<b>Total one-off mitigation</b>		<b>(3,260)</b>	<b>(1,434)</b>	<b>(1,499)</b>	<b>0</b>	<b>(1,139)</b>
	<b>Total mitigation</b>		<b>(3,260)</b>	<b>(1,539)</b>	<b>(1,871)</b>	<b>0</b>	<b>(1,637)</b>
	<b>Net position (after one-off mitigation)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Resources Directorate

Portfolio	Description		Forecast					
			2022/23 One-off £'000	2023/24 One-off £'000	2024/25 One-off £'000	2025/26 One-off £'000	2025/26 Ongoing £'000	
Resources	<b>Pressures</b>							
	<b>Non delivery of savings / savings being reinvested</b>							
	Corporate Asset Management - continuation of work to ensure efficient use of Council assets.	Positive impact - Develop and promote the Borough's economy, with a focus on revitalising our town and local centres	200	200	100	0	0	
	Corporate savings from exploitation of new social care information system	Positive impact - Good quality, responsive, and dignified care and support for Adults in Solihull when they need it	150	150	150	0	150	
	Further savings from workforce planning within ICT	None	25	25	25	0	25	
	HR - further exploitation of Oracle Business Intelligence Tool to deliver staffing efficiencies	None	50	50	50	0	50	
	Further savings 2022/23 from ICT, Communications & BI workforce planning.	None	75	75	75	0	75	
	Income and Awards Realignment of income and non-pay budgets across the service.	None	35	0	0	0	0	
	<b>Other pressures</b>							
	Other pressures funded from directorate relate mainly to increased Employee Wellbeing budget requirement, Learning Pool, employment opportunities for people with disabilities, CADAM Project and Procurement Manager.		430	0	0	0	0	
	Ongoing rental income pressure for Touchwood of +£326k partly offset by higher rental income from other commercial properties and lower staffing costs. £100k of the 2022/23 pressure funded from reserves.	Positive impact - Develop and promote the Borough's economy, with a focus on revitalising our town and local centres	151	151	151	0	151	
	HR mainly due to revised payroll overspend based on a full establishment offset by use of reserves and some non-pay savings. There is also a loss of Academy income relating to payroll services no longer provided.	None	283	213	177	0	105	
	Business Intelligence & Improvement mainly due to staffing pressures	None	68	68	68	0	68	
	Communications staffing relating to Principal Comms Officer post	None	59	59	59	0	59	
	Income and awards staffing pressures due to a backlog as result of Covid. Extension of Age UK contract is also a pressure.	Positive impact in relation to the ongoing Age UK contract - Good quality, responsive, and dignified care and support for Adults in Solihull when they need it	110	41	21	0	0	
	<b>Total pressures</b>		<b>1,636</b>	<b>1,032</b>	<b>876</b>	<b>0</b>	<b>683</b>	
	<b>Ongoing mitigation</b>							
	Re-alignment of services and budgets within the Resources Directorate to achieve a balanced position. This will include charging some project management resources direct to the projects they are supporting, rather than these being a cost to the Resources Directorate	None	(516)	(991)	(855)	0	(683)	
	<b>Total ongoing mitigation</b>		<b>(516)</b>	<b>(991)</b>	<b>(855)</b>	<b>0</b>	<b>(683)</b>	
	<b>Net ongoing shortfall (before one-off mitigation)</b>		<b>1,120</b>	<b>41</b>	<b>21</b>	<b>0</b>	<b>0</b>	
	<b>One-off mitigation</b>							
	Treasury Management Reserve utilised to offset pressures.	None	(850)	0	0	0	0	
	Use of Council House Redesign Reserve		(170)	0	0	0	0	
	Staffing underspend due to recruitment delays associated with the ongoing Corporate Landlord implementation.	None	(50)	0	0	0	0	
	One-off release from reserves to contribute towards the Resources projected overspend.	None	(50)	0	0	0	0	
	Income and Awards Northgate Offsite Processing contract for benefits is due to end in October 2022	None	0	(41)	(21)	0	0	
	<b>Total one-off mitigation</b>		<b>(1,120)</b>	<b>(41)</b>	<b>(21)</b>	<b>0</b>	<b>0</b>	
<b>Total mitigation</b>		<b>(1,636)</b>	<b>(1,032)</b>	<b>(876)</b>	<b>0</b>	<b>(683)</b>		
<b>Net position (after mitigation)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		