

APPENDIX C

References		2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	
<u>GROWTH</u>						
<u>CHILDREN & FAMILY SERVICES</u>						
Demand & cost increases						
**	G1	Demographic growth- Social Care Placements	5,100	10,770	16,600	22,730
**	G2	Front-line social care staff - increased caseloads	995	1,350	1,710	1,830
	G3	Social care staff - workforce pressures / instability	1,350	2,005	2,735	3,540
	G4	Increase in EHCP's - additional Case Managers	450	450	450	450
		TOTAL	7,895	14,575	21,495	28,550
<u>ADULTS & COMMUNITIES</u>						
Demand & cost increases						
**	G5	Older people - new entrants and increasing needs in community based services and residential admissions	5,910	8,560	11,120	13,715
**	G6	Learning Disabilities - new entrants including children transitions and people with complex needs	335	1,465	2,860	4,255
**	G7	Mental Health - new entrants in community based services and residential admissions	870	1,485	2,080	2,675
**	G8	Physical Disabilities - new entrants in community based services	325	650	910	1,155
		TOTAL	7,440	12,160	16,970	21,800
<u>ENVIRONMENT & TRANSPORT</u>						
<u>Highways & Transport</u>						
Demand & cost increases						
**	G9	Special Educational Needs transport - increased client numbers/costs	1,310	3,150	4,960	7,070
		Total	1,310	3,150	4,960	7,070
<u>Environment & Waste</u>						
Demand & cost increases						
*	G10	Contribution to Regional Waste Project (temporary growth removed)	-15	-50	-50	-50
	G11	Confirm replacement - licensing costs	25	65	135	135
	G12	STADs replacement - licensing costs	0	80	80	80
		Total	10	95	165	165
<u>Department Wide</u>						
*	G13	HGV Driver Market Premia (temporary growth removed)	0	0	-110	-110
		Total	0	0	-110	-110
		TOTAL E&T	1,320	3,245	5,015	7,125
<u>CHIEF EXECUTIVES</u>						
Demand & cost increases						
**	G14	Connectivity (Broadband) Team - core funding until 2023/24; sources of external funding to be explored	-35	-35	-35	-35
		TOTAL	-35	-35	-35	-35
<u>CORPORATE RESOURCES</u>						
Demand & cost increases						
*	G15	Customer Service Centre - support service levels (temporary growth removed)	-100	-100	-100	-100
*	G16	Health, safety & wellbeing - increased demands and legislative changes to fire safety regulations	25	25	25	25
*	G17	Communications Team - increased demand	70	70	70	70
	G18	Lone Working app	40	40	40	40
	G21	Pressures arising from additional External Audit requirements	50	50	50	50
		TOTAL	85	85	85	85
<u>CENTRAL ITEMS</u>						
	G19	Financial Arrangements - increased external audit fees	170	170	170	170
		TOTAL	170	170	170	170
<u>CORPORATE GROWTH</u>						
**	G20	Growth contingency	1,000	5,175	9,175	12,680
		TOTAL	1,000	5,175	9,175	12,680
		TOTAL GROWTH	17,875	35,375	52,875	70,375
		<i>Overall net additional growth</i>		17,500	17,500	17,500

* items unchanged from previous Medium Term Financial Strategy

** items included in the previous Medium Term Financial Strategy which have been amended

References

2023/24	2024/25	2025/26	2026/27
£000	£000	£000	£000

SAVINGS**References used in the following tables**

* items unchanged from previous Medium Term Financial Strategy

** items included in the previous Medium Term Financial Strategy which have been amended

Eff - Efficiency saving

SR - Service reduction

Inc - Income

		<u>CHILDREN & FAMILY SERVICES</u>				
**	CF1 Eff	Pathways workstream - Focus on prevention, drift and duration of interventions across all pathways	-215	-280	-395	-450
**	CF2 Eff	Settings workstream - Reduced care placement costs through growth of in-house capacity & supported lodgings and a review of placements	-900	-2,670	-4,490	-6,470
**	CF3 Eff	Disabled Children's Service Enablement Workstream <i>Total Defining CFS For the Future Programme</i>	-100	-150	-200	-250
**	CF4 Eff	Innovation Partnership - Creation of Assessment & Resource team and Hub and investment in residential accommodation	-250	-500	-1,000	-1,250
**	CF5 Eff	Departmental efficiency savings	0	-200	-500	-800
	CF6 Eff	Departmental establishment modelling / Re-design	0	0	-440	-940
	CF7 Eff	Defining CFS For the Future Programme - Phase 2	0	-1,000	-1,500	-2,000
	CF8 Eff	Alternative approach for delivering anti-bullying	-50	-50	-50	-50
	CF9 SR	Review Virtual School provision	0	-355	-355	-355
		TOTAL	-1,515	-5,205	-8,930	-12,565

ADULTS & COMMUNITIES**Adult Social Care**

**	AC1 Inc	Increased income from fairer charging and removal of subsidy / aligning increases	-100	-200	-300	-400
*	AC2 Eff	Implementation of Target Operating Model (TOM)	-500	-500	-500	-500
**	AC3 Eff	Implementation of digital assistive technology to service users	-650	-1,900	-1,900	-3,900
**	AC4 Eff	Establishment Review following implementation of TOM programme	-350	-850	-850	-850
**	AC5 Eff	Review of Mental Health pathway and placements	-250	-250	-250	-450
*	AC6 Eff	Review of placements transitioning from Children's	-60	-120	-120	-120
*	AC7 Eff	Review of Direct Services/Day Services/Short Breaks	-430	-430	-430	-430
**	AC8 Inc	Increased BCF income from annual uplift	-500	-500	-500	-500
	AC9 Eff	Direct Payments commissioning efficiencies	-1,000	-1,500	-1,500	-1,500
	AC10 Eff	Commissioning and implementation of revised Extra Care model	-260	-260	-260	-260
	AC11 Eff	Improved systems, ways of working and cost of recovery efficiencies	-210	-210	-210	-210
	AC12 Inc	Review of Mental Health Section 117 funding arrangements	-250	-500	-500	-500
	AC13 Eff	Home Care - review of single handed care and Care packages	-1,400	-1,400	-1,400	-1,400
	AC14 Eff	Reduce demand for new and review of 1 to 1 support in residential care and supported living	-600	-600	-600	-600
	AC15 Eff	Improve consistency in hourly rates for DP's and promote use of personal assistants	-150	-350	-510	-510
	AC16 Eff	Improving outcomes from homecare assessment and reablement team (HART) / community response service (CRS)	-230	-920	-920	-920
	AC17 Eff	Alignment of HART/CRS services	-150	-200	-200	-200
	AC18 Eff	Reprovision of in house day services	-150	-300	-300	-300
		Total ASC	-7,240	-10,990	-11,250	-13,550

Communities and Wellbeing

**	AC19 Eff/SR	Implementation of revised service for communities and wellbeing	0	0	-40	-40
	AC20 SR	Review Green Plaque service	-30	-55	-55	-55
	AC21 Inc/Eff	Review charging for Creative Learning Services	0	-50	-50	-50
		Total C&W	-30	-105	-145	-145
		TOTAL A&C	-7,270	-11,095	-11,395	-13,695

PUBLIC HEALTH

*	PH1 Eff/SR	Redesign of integrated lifestyle service pathways	0	-100	-100	-100
*	PH2 Eff/SR	Review of Commissioned services	0	0	-90	-90
	PH3 Eff	Redesign of the payment structure for health check commissioned service	-100	-100	-100	-100
	PH4 SR	Integrated Care Board (ICB) Prescribing	-100	-100	-100	-100
	PH5 SR	Internal Infrastructure (physical activity)	0	-100	-100	-100
	PH6 Eff	Redesign and commission of community based service data extract	-30	-30	-30	-30
	PH7 Eff	Review of various health improvement budgets	-130	-130	-130	-130
	PH8 Eff/SR	Review approach to homelessness support	0	-300	-300	-300
	PH9 SR	Review schools sustainable food award and gold food accreditation.	0	-150	-150	-150
	PH10 SR	Review Sport & Physical Activity programmes	0	-150	-150	-150
		TOTAL	-360	-1,160	-1,250	-1,250

References		2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000				
<u>SAVINGS</u>									
<u>ENVIRONMENT & TRANSPORT</u>									
<u>Highways & Transport</u>									
* ET1	Eff/Inc	Street Lighting - design services to developers and installation of street lighting on their behalf				-25	-35	-35	-35
** ET2	Eff/Inc	E&T Continuous Improvement Programme - review of processes and potential income across a range of services				180	180	180	180
** ET3	Eff	SEN Transport Lean Review				710	0	-350	-350
* ET4	Eff	Passenger Transport Service - develop digital offer				0	-150	-150	-150
ET5	Eff	Street Lighting - dimming to lower lighting levels				-45	-45	-45	-45
ET6	SR	Review application of subsidised bus policy, post Covid				0	-200	-200	-200
ET7	Inc/SR	Review approach to Park and Ride				-100	-400	-500	-500
ET8	Eff	Review level of resource supporting High Speed 2				-120	-120	-120	-120
ET9	SR	Review expansion of community speed cameras				-55	-55	-55	-55
ET10	Eff/SR	Street Lighting - review energy reduction options, including reduced operation times				-150	-500	-500	-500
Total					395	-1,325	-1,775	-1,775	
<u>Environment & Waste</u>									
** ET2	Eff/Inc	E&T Continuous Improvement Programme - review of processes and potential income across a range of services				50	40	40	40
* ET11	Eff/Inc	Recycling & Household Waste Sites (RHWS) service approach				-50	-50	-160	-160
** ET12	Inc	Trade Waste income				-45	-90	-135	-180
* ET13	Eff	Future residual waste strategy- reduced disposal costs				-985	-985	-985	-985
ET14	Eff	Green Waste Treatment				-90	-90	-90	-90
ET15	Eff	Reduce recycling/reuse credits budget				-10	-10	-10	-10
ET16	Eff	General reduction in waste initiative provision				-25	-25	-25	-25
ET17	SR	Review RHWS provision				0	-150	-580	-580
ET18	SR	Reduction in Waste Reduction subsidies				-25	-25	-25	-25
ET19	SR	Review of Shire Grants programme				-40	-40	-40	-40
Total					-1,220	-1,425	-2,010	-2,055	
TOTAL E&T					-825	-2,750	-3,785	-3,830	
<u>CHIEF EXECUTIVE</u>									
* CE1	SR/Eff	Staffing (vacancy control and agency reduction)				-50	-100	-100	-100
** CE2	Inc	Planning, Historic and Natural Environment - fee income				-35	-60	-60	-60
** CE3	Eff	Review of Legal Case Management and New Ways of Working				-200	-200	-200	-200
CE4	Inc	Democratic Services income				-15	-20	-25	-25
CE5	Eff	Heritage Team structure review				-20	-20	-20	-20
CE6	Inc	Trading Standards charging review				-25	-25	-25	-25
CE7	SR	Review of Shire Grants programme				-550	-600	-600	-600
TOTAL					-895	-1,025	-1,030	-1,030	
<u>CORPORATE RESOURCES</u>									
** CR1	Eff/Inc	Ways of Working - Use of office space				-600	-670	-1,380	-1,380
** CR2	Eff/Inc	Increasing Commercial Services contribution				0	0	-195	-355
** CR3	Inc	Increase returns from Investing in Leicestershire Programme (IILP)				-1,150	-1,250	-1,250	-1,250
* CR4	Inc	Place to Live - Accommodation income				-40	-80	-80	-80
** CR5	Eff	Customer & Digital Programme				0	-110	-640	-640
** CR6	Eff	Operational Finance process improvement				-100	-150	-200	-200
** CR7	Eff	Transformation Unit efficiencies				-80	-80	-150	-150
CR8	SR	Sale of Castle House				-15	-30	-30	-30
CR9	Eff	Energy Initiatives				0	-100	-100	-100
CR10	Eff	Insurance review				-100	-100	-100	-100
CR11	Eff	ICT Efficiencies				-100	-250	-625	-1,125
CR12	Eff	Operational Property				-90	-90	-90	-90
CR13	Eff	Strategic Property				-45	-45	-45	-45
CR14	Eff/SR	Customer Service Centre				-100	-100	-100	-100
CR15	Eff/SR	Reduce County Hall running costs				-25	-50	-50	-50
TOTAL					-2,445	-3,105	-5,035	-5,695	
Service Reduction contingency					1,000	1,000	1,000	1,000	
<u>CENTRAL ITEMS</u>									
** CI1	Inc	Growth in ESPO income				-20	-100	-100	-100
TOTAL SAVINGS including additional income					-12,330	-23,440	-30,525	-37,165	

References

	2023/24	2024/25	2025/26	2026/27
	£000	£000	£000	£000
<u>SAVINGS</u>				
MTFS net shortfall - savings required	0	-12,968	-49,763	-88,063
TOTAL SAVINGS REQUIRED - EXCLUDING DSG	-12,330	-36,408	-80,288	-125,228
<u>Dedicated Schools Grant - Deficit reduction activity</u>				
<u>High Needs Development Plan</u>				
Transforming SEND & Inclusion In Leicestershire (TSIL) defined opportunities	-3,110	-8,595	-14,860	-21,520
Benefit of local provision & practice improvements	-2,515	-2,805	-3,115	-3,115
	-5,625	-11,400	-17,975	-24,635
<u>TOTAL SAVINGS REQUIRED - INCLUDING DSG</u>	-17,955	-47,808	-98,263	-149,863