

## 2023-27 MEDIUM TERM FINANCIAL STRATEGY

### Revenue Budget and Capital Programme

This booklet contains details of the revenue budget and capital programme for 2023/24 and provisional revenue budgets and capital programmes for 2024/25 to 2026/27.

The full MTFFS, including financial strategies and policies, was approved by the County Council on 22 February 2023.

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**REVENUE BUDGET 2023/24**

	Gross Expenditure				Gross Income				NET TOTAL
	Base including inflation	Growth	Savings	Gross Expenditure	Base including inflation	Growth	Savings	Gross Income	
	£	£	£	£	£	£	£	£	
<b>Spending</b>									
<b>Services :</b>									
Children & Family Services	343,843,620	7,895,000	-1,515,000	350,223,620	-249,451,120	0	0	-249,451,120	100,772,500
Adults & Communities	316,546,780	7,440,000	-6,420,000	317,566,780	-129,834,430	0	-850,000	-130,684,430	186,882,350
Public Health	29,377,150	0	-360,000	29,017,150	-30,823,260	0	0	-30,823,260	-1,806,110
Environment & Transport	110,630,050	1,320,000	-820,000	111,130,050	-17,768,290	0	50,000	-17,718,290	93,411,760
Chief Executives	20,004,090	-35,000	-820,000	19,149,090	-4,165,580	0	-75,000	-4,240,580	14,908,510
Corporate Resources	71,883,500	85,000	-765,000	71,203,500	-34,000,500	0	-1,680,000	-35,680,500	35,523,000
	892,285,190	16,705,000	-10,700,000	898,290,190	-466,043,180	0	-2,555,000	-468,598,180	429,692,010
DSG (Central Dept recharges)	-2,285,000			-2,285,000	0			0	-2,285,000
Growth Contingency	0	1,000,000		1,000,000	0			0	1,000,000
Service Reduction Contingency	0		900,000	900,000	0			0	900,000
Fair Cost of Care / Adult Social Care Reforms	4,600,000			4,600,000	0			0	4,600,000
MTFS Risks Contingency	10,000,000			10,000,000	0			0	10,000,000
Contingency for inflation/ Living Wage	41,765,000			41,765,000	0			0	41,765,000
	946,365,190	17,705,000	-9,800,000	954,270,190	-466,043,180	0	-2,555,000	-468,598,180	485,672,010
<b>Central Items:</b>									
Financing of capital	22,211,000			22,211,000	-2,711,000			-2,711,000	19,500,000
Revenue funding of capital	6,500,000	45,000		6,545,000	0			0	6,545,000
Bank & other interest	0			0	-13,600,000			-13,600,000	-13,600,000
Central expenditure	3,200,000	170,000		3,370,000	-815,000		-20,000	-835,000	2,535,000
	31,911,000	215,000	0	32,126,000	-17,126,000	0	-20,000	-17,146,000	14,980,000
<b>Total Services &amp; Central Items</b>									
	978,276,190	17,920,000	-9,800,000	986,396,190	-483,169,180	0	-2,575,000	-485,744,180	500,652,010
Contribution to budget equalisation earmarked reserve	10,400,000			10,400,000	0			0	10,400,000
Contribution to General Fund	1,000,000			1,000,000	0			0	1,000,000
<b>Total Spending</b>									
	989,676,190	17,920,000	-9,800,000	997,796,190	-483,169,180	0	-2,575,000	-485,744,180	<b>512,052,010</b>
<b>Funding</b>									
Revenue Support Grant (new burdens)									-27,050
Business Rates Baseline/Retained									-27,997,480
S31 grants - Business Rates									-12,090,000
Council Tax Precept									-374,208,060
New Homes Bonus Grant									-1,256,990
Improved Better Care Grant etc.									-14,189,870
Social Care Grant									-32,011,680
Services Grant									-2,403,530
ASC Market Sustainability & Improvement Fund									-5,653,360
<b>Total Funding</b>									
									<b>-512,052,010</b>
<b>Council Tax</b>									
Council Tax Base									245,307.86
Band D Council Tax									£1,525.46
Increase on 2022/23 (£1,452.96)									4.99%

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2023/24 - 2026/27 REVENUE BUDGET \*

	TOTAL 2022/23	Inflation/ Contingencies /Transfers	Growth	Savings	TOTAL 2023/24	Inflation/ Contingencies /Transfers	Growth	Savings	TOTAL 2024/25	Inflation/ Contingencies /Transfers	Growth	Savings	TOTAL 2025/26	Inflation/ Contingencies /Transfers	Growth	Savings	TOTAL 2026/27
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Spending</b>																	
<b>Services :</b>																	
Children & Family Services	90,576	3,816	7,895	-1,515	100,772		6,680	-3,690	103,762		6,920	-3,725	106,957		7,055	-3,635	110,377
Adults & Communities	171,502	15,210	7,440	-7,270	186,882		4,720	-3,825	187,777		4,810	-300	192,287		4,830	-2,300	194,817
Public Health **	-1,446	0	0	-360	-1,806		0	-800	-2,606		0	-90	-2,696		0	0	-2,696
Environment & Transport	83,222	9,640	1,320	-770	93,412		1,925	-1,925	93,412		1,770	-1,035	94,147		2,110	-45	96,212
Chief Executives	12,875	2,963	-35	-895	14,908		0	-130	14,778		0	-5	14,773		0	0	14,773
Corporate Resources	34,304	3,579	85	-2,445	35,523		0	-660	34,863		0	-1,930	32,933		0	-660	32,273
	391,034	35,208	16,705	-13,255	429,692	0	13,325	-11,030	431,987	0	13,500	-7,085	438,402	0	13,995	-6,640	445,757
DSG (Central Dept recharges)	-2,285	0	0	0	-2,285				-2,285				-2,285				-2,285
Growth Contingency	0	0	1,000	0	1,000		4,175		5,175		4,000		9,175		3,505		12,680
Service Reduction Contingency	0	0	0	900	900				900				900				900
Fair Cost of Care / Adult Social Care Reforms	0	4,600	0	0	4,600	0			4,600	5,200			9,800	11,600			21,400
MTFS Risks Contingency	8,000	2,000	0	0	10,000				10,000	-2,000			8,000				8,000
Contingency for inflation/ Living Wage	28,778	12,987	0	0	41,765	24,825			66,590	20,850			87,440	21,750			109,190
	425,527	54,795	17,705	-12,355	485,672	24,825	17,500	-11,030	516,967	24,050	17,500	-7,085	551,432	33,350	17,500	-6,640	595,642
<b>Central Items:</b>																	
Financing of capital	19,500	0			19,500	-100			19,400	400			19,800	1,500			21,300
Revenue funding of capital	2,500	4,000	45		6,545	-5,000			1,545	0			1,545	0			1,545
Bank & other interest	-1,400	-12,200			-13,600	4,800			-8,800	4,800			-4,000	2,600			-1,400
Central expenditure	2,299	86	170	-20	2,535	0		-80	2,455	0	0		2,455	0	0		2,455
<b>Total Services &amp; Central Items</b>	<b>448,426</b>	<b>46,681</b>	<b>17,920</b>	<b>-12,375</b>	<b>500,652</b>	<b>24,525</b>	<b>17,500</b>	<b>-11,110</b>	<b>531,567</b>	<b>29,250</b>	<b>17,500</b>	<b>-7,085</b>	<b>571,232</b>	<b>37,450</b>	<b>17,500</b>	<b>-6,640</b>	<b>619,542</b>
Contributions to budget equalisation earmarked fund	22,290				10,400				5,800				6,100				7,000
Contributions to/from General Fund	1,000				1,000				1,000				1,000				1,000
<b>Total Spending</b>	<b>471,716</b>				<b>512,052</b>				<b>538,367</b>				<b>578,332</b>				<b>627,542</b>
<b>Funding</b>																	
Revenue Support Grant (new burdens)	-10				-27				-30				-30				-30
Business Rates - Top Up	-40,346				-40,527				-40,530				-37,790				-34,790
Business Rates Baseline/Retained	-25,528				-27,997				-30,050				-23,240				-23,240
S31 grants - Business Rates	-8,590				-12,090				-12,980				-13,060				-13,060
Council Tax Precept	-351,626				-374,208				-381,650				-395,090				-409,000
Council Tax Collection Fund net deficit / (surplus)	-3,569				-1,687				0				0				0
New Homes Bonus Grant	-2,096				-1,257				-800				0				0
Improved Better Care Grant etc.	-14,190				-14,190				-14,190				-14,190				-14,190
Social Care Grant	-19,866				-32,012				-37,112				-37,112				-37,112
Services Grant	-4,265				-2,404				-2,404				-2,404				-2,404
ASC Market Sustainability & Improvement Fund	-1,630				-5,653				-5,653				-5,653				-5,653
<b>Total Funding</b>	<b>-471,716</b>				<b>-512,052</b>				<b>-525,399</b>				<b>-528,569</b>				<b>-539,479</b>
<b>VARIANCE</b>	<b>0</b>				<b>0</b>				<b>12,968</b>				<b>49,763</b>				<b>88,063</b>
<i>Band D Council Tax Increase</i>	<i>£1,452.96</i>	<i>2.99%</i>			<i>£1,525.46</i>	<i>4.99%</i>			<i>£1,555.82</i>	<i>1.99%</i>			<i>£1,586.78</i>	<i>1.99%</i>			<i>£1,618.36</i>

\* provisional for 2024/25 and later years

\*\* preventative expenditure within other Departments' budgets to be identified and absorbed into the ring fenced budget

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## GROWTH

**References used in this table:**

\* items unchanged from previous Medium Term Financial Strategy

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

References	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
<b><u>CHILDREN &amp; FAMILY SERVICES</u></b>				
<b><u>Demand &amp; cost increases</u></b>				
** G1	5,100	10,770	16,600	22,730
** G2	995	1,350	1,710	1,830
G3	1,350	2,005	2,735	3,540
G4	450	450	450	450
<b>TOTAL</b>	<b>7,895</b>	<b>14,575</b>	<b>21,495</b>	<b>28,550</b>
<b><u>ADULTS &amp; COMMUNITIES</u></b>				
<b><u>Demand &amp; cost increases</u></b>				
** G5	5,910	8,560	11,120	13,715
** G6	335	1,465	2,860	4,255
** G7	870	1,485	2,080	2,675
** G8	325	650	910	1,155
<b>TOTAL</b>	<b>7,440</b>	<b>12,160</b>	<b>16,970</b>	<b>21,800</b>
<b><u>ENVIRONMENT &amp; TRANSPORT</u></b>				
<b><u>Highways &amp; Transport</u></b>				
<b><u>Demand &amp; cost increases</u></b>				
** G9	1,310	3,150	4,960	7,070
<b>Total</b>	<b>1,310</b>	<b>3,150</b>	<b>4,960</b>	<b>7,070</b>
<b><u>Environment &amp; Waste</u></b>				
<b><u>Demand &amp; cost increases</u></b>				
* G10	-15	-50	-50	-50
G11	25	65	135	135
G12	0	80	80	80
<b>Total</b>	<b>10</b>	<b>95</b>	<b>165</b>	<b>165</b>
<b><u>Department Wide</u></b>				
* G13	0	0	-110	-110
<b>Total</b>	<b>0</b>	<b>0</b>	<b>-110</b>	<b>-110</b>
<b>TOTAL E&amp;T</b>	<b>1,320</b>	<b>3,245</b>	<b>5,015</b>	<b>7,125</b>
<b><u>CHIEF EXECUTIVES</u></b>				
<b><u>Demand &amp; cost increases</u></b>				
** G14	-35	-35	-35	-35
<b>TOTAL</b>	<b>-35</b>	<b>-35</b>	<b>-35</b>	<b>-35</b>
<b><u>CORPORATE RESOURCES</u></b>				
<b><u>Demand &amp; cost increases</u></b>				
* G15	-100	-100	-100	-100
* G16	25	25	25	25
* G17	70	70	70	70
G18	40	40	40	40
G21	50	50	50	50
<b>TOTAL</b>	<b>85</b>	<b>85</b>	<b>85</b>	<b>85</b>
<b><u>CENTRAL ITEMS</u></b>				
G19	170	170	170	170
<b>TOTAL</b>	<b>170</b>	<b>170</b>	<b>170</b>	<b>170</b>
<b><u>CORPORATE GROWTH</u></b>				
** G20	1,000	5,175	9,175	12,680
G21	45	45	45	45
<b>TOTAL</b>	<b>1,045</b>	<b>5,220</b>	<b>9,220</b>	<b>12,725</b>
<b>TOTAL GROWTH</b>	<b>17,920</b>	<b>35,420</b>	<b>52,920</b>	<b>70,420</b>
<i>Overall net additional growth</i>		<i>17,500</i>	<i>17,500</i>	<i>17,500</i>

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## 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

References	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
<b><u>CHILDREN &amp; FAMILY SERVICES</u></b>				
** 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				
	-100	-150	-200	-250
<i>Total Defining CFS For the Future Programme</i>				
	<u>-1,215</u>	<u>-3,100</u>	<u>-5,085</u>	<u>-7,170</u>
** 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
<b>TOTAL</b>				
	<u><b>-1,515</b></u>	<u><b>-5,205</b></u>	<u><b>-8,930</b></u>	<u><b>-12,565</b></u>
<b><u>ADULTS &amp; COMMUNITIES</u></b>				
<b><u>Adult Social Care</u></b>				
** 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
<b>Total ASC</b>				
	<u><b>-7,240</b></u>	<u><b>-10,990</b></u>	<u><b>-11,250</b></u>	<u><b>-13,550</b></u>
<b><u>Communities and Wellbeing</u></b>				
** 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
<b>Total C&amp;W</b>				
	<u><b>-30</b></u>	<u><b>-105</b></u>	<u><b>-145</b></u>	<u><b>-145</b></u>
<b>TOTAL A&amp;C</b>				
	<u><b>-7,270</b></u>	<u><b>-11,095</b></u>	<u><b>-11,395</b></u>	<u><b>-13,695</b></u>
<b><u>PUBLIC HEALTH</u></b>				
* 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
<b>TOTAL</b>				
	<u><b>-360</b></u>	<u><b>-1,160</b></u>	<u><b>-1,250</b></u>	<u><b>-1,250</b></u>

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## 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

References		2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
<b><u>ENVIRONMENT &amp; TRANSPORT</u></b>					
<b><u>Highways &amp; Transport</u></b>					
* 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
ET9a	SR	ET9 offset against Service Reduction Contingency (amendment approved at CC 22/2/23)			
		55	55	55	55
ET10	Eff/SR	Street Lighting - review energy reduction options, including reduced operation times			
		-150	-500	-500	-500
	<b>Total</b>	<b>450</b>	<b>-1,270</b>	<b>-1,720</b>	<b>-1,720</b>
<b><u>Environment &amp; Waste</u></b>					
** 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
	<b>Total</b>	<b>-1,220</b>	<b>-1,425</b>	<b>-2,010</b>	<b>-2,055</b>
	<b>TOTAL E&amp;T</b>	<b>-770</b>	<b>-2,695</b>	<b>-3,730</b>	<b>-3,775</b>
<b><u>CHIEF EXECUTIVE</u></b>					
* 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
	<b>TOTAL</b>	<b>-895</b>	<b>-1,025</b>	<b>-1,030</b>	<b>-1,030</b>
<b><u>CORPORATE RESOURCES</u></b>					
** 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
	<b>TOTAL</b>	<b>-2,445</b>	<b>-3,105</b>	<b>-5,035</b>	<b>-5,695</b>

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## 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

References	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
<b>Service Reduction contingency</b>	1,000	1,000	1,000	1,000
Allocation approved at CC 22/2/23 - see growth G21 and saving ET9a above	-100	-100	-100	-100
	<b>900</b>	<b>900</b>	<b>900</b>	<b>900</b>
<b><u>CENTRAL ITEMS</u></b>				
** C11 Inc Growth in ESPO income	-20	-100	-100	-100
<b>TOTAL</b>	<b>-20</b>	<b>-100</b>	<b>-100</b>	<b>-100</b>
<b>TOTAL SAVINGS including additional income</b>	<b>-12,375</b>	<b>-23,485</b>	<b>-30,570</b>	<b>-37,210</b>
<b>MTFS net shortfall - savings required</b>	<b>0</b>	<b>-12,968</b>	<b>-49,763</b>	<b>-88,063</b>
<b>TOTAL SAVINGS REQUIRED - EXCLUDING DSG</b>	<b>-12,375</b>	<b>-36,453</b>	<b>-80,333</b>	<b>-125,273</b>
<b><u>Dedicated Schools Grant - Deficit reduction activity</u></b>				
<b><u>High Needs Development Plan</u></b>				
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
	<b>-5,625</b>	<b>-11,400</b>	<b>-17,975</b>	<b>-24,635</b>
<b>TOTAL SAVINGS REQUIRED - INCLUDING DSG</b>	<b>-18,000</b>	<b>-47,853</b>	<b>-98,308</b>	<b>-149,908</b>

## **Savings Under Development**

This list shows areas where departments are looking at the potential for additional savings which are not yet currently developed enough to be able to quantify and build into the detailed savings schedules.

### **Children and Family Services**

Alongside the delivery of Defining Children and Family Services for the Future Phase 2 additional opportunities will be explored and worked into future savings opportunities including:

- School Admissions – opportunity to avoid growth and maximise Traded Service income.
- School Attendance reporting – a new burden resulting from a change in legislation. Mitigate need for growth to accommodate
- Review of staffing structures to look at potential efficiencies/savings.
- Creating an agency – reduce spend on agency staff and mitigate future increases in fees by creating our own Social Work Agency
- Centralising of budgets and reinforcement of spend controls for discretionary funds.
- Review of growth following the defining for the future phase 1 programme.

### **Adults and Communities**

#### *3 Conversations Model*

The 3 Conversations approach recognises that people and their families are the experts in their own lives and by listening to them it could be possible to develop a different approach to meeting their needs; utilising resources and skills, building upon their strengths, connecting them to the right people, communities, organisations to make their lives better. This approach has now been used in more than 40 local authorities in England and a number of Health and Social Care partnerships in Scotland.

A 12-month pilot supported by Partners4Change to develop and test the 3 Conversations Model in a number of innovation sites across different areas of the Care Pathway. These innovation sites will develop new ways of working and the results will be collated and analysed to inform a business case for the full roll-out of the 3 Conversations Model across the whole of the Care Pathway.

#### *Review of Pathway 1 and Reablement with ICB*

Developing and delivering an intake model for all new packages of care. Better use of capacity in framework provision. Reduces some review demand in Home First teams and Operational Commissioning teams. Aligns with work being undertaken by Newton Europe and Local Government Association in terms of discharge processes.

#### *Digitalisation of service delivery*

Digitalisation of service delivery. Areas being developed include:

- Automation and digitisation of processes - Consideration is being given to areas of manual processing that could be digitised to increase efficiency. Examples include the use of robotic process automation to automate low value, repetitive administrative tasks.
- Introduction of electronic signatures of documents is estimated to reduce processing time from three weeks to four days for Direct Payment Agreements (DPA) and three months to one week for Individual Placement Agreements (IPA).
- Systems integration - The integration of the LLR Care Record with social care case management system will enable efficiencies for staff to self-serve information from other stakeholders without having to waste time telephoning around. The provision of Council data to partners will also provide reciprocal benefits to them.
- Improving online offer to promote customer self-service - Encouraging people to use on-line assessments will improve turnaround time for people to be assessed and reduce the amount of administration and costs associated with handling post.

## **Public Health**

### *Service Efficiencies*

A review of the costs of each interaction with service users to see what opportunities there are to provide services more efficiently whilst still delivering desired outcomes.

### *Commercialisation of elements of the school offer*

Selling some of the current PH services to schools and workplaces around a suite of products including training and MOT style health checks for employees.

## **Environment & Transport**

### *SEN Transport Lean Review – Fleet Transport*

This involves looking at the scope for service users to be transferred from high-cost taxi contracts onto the Council's own fleet. Also introducing a comprehensive marketing / communications approach to voluntary PTBs to increase take-up further.

### *Developer Shop*

Create a One Stop Shop for developers. Work proposed to investigate a commercial model for engaging with developers across the Department, creating a one stop shop to maximise the income potential. Currently there are a number of approaches and/or touch points with developers in different teams. There are examples of other authorities that have a single approach to developer engagement that delivers and maximises income from the various activities included.

### *Fees & Charges*

A review is being conducted of all fees and charges across 50 services (such as disabled bays, H-bars, road works permitting and penalties and other licences the Council charge for) to ensure that fees and charges are reflective of the full costs incurred by the Authority.

### *Lane Rental*

Lane Rental is a concept where a local authority can charge commercial firms for works on 'major' parts of the highways network. The aim of Lane Rental is to minimise the amount of time part of the major network is unavailable and ensure that the network is available as soon as possible. The experience of other local authorities suggests that this scheme could generate income although it needs to be considered in the context of the permitting charging currently in place.

### *New Vehicle Hire Contract (HGVs)*

Secure increased cost-effectiveness by implementing one single hire contract across the fleet to deliver economies of scale and better value for money.

### *Other options being explored:*

#### *Generating further income*

The scope for generating further income on a range of activity such as:

- Travel planning
- Sign Shop
- DEW income from young driver market
- Selling design services to neighbouring authorities
- Traffic counts
- Street lighting design
- Traded income from electric vehicle workshop

#### *Improved Commissioning*

The potential for savings arising from outsourcing vehicle access construction.

#### *Passenger Transport*

A range of measures around passenger transport including:

- Cheaper provision for high-cost taxis
- Increase PTBs
- Improved efficiency in Home to School transport
- Removal of manual processes within passenger fleet
- New commissioning and procurement opportunities
- Route optimisation to reduce number of single taxi journeys
- Enhance fleet / alternative fleet opportunities
- In-year review of contracts (including Social Care contracts)
- Improved and consistent decision making (including a review of policy and application of policy through eligibility and risk assessment processes)
- System improvements (including system replacement, reporting, automation)

#### *Highways Efficiencies*

The scope to generate efficiencies from the overall strategy for vehicle usage through making better use of improved workshop data.

### *Conversion to Electric Vehicles*

This would be the move away from internal combustion engine vehicles to Electric Vehicles as part of the carbon reduction measures required to deliver carbon neutrality.

## *Future Waste Transfer Station (WTS) and Trade Waste Commercial Work*

The Council operates a WTS at Loughborough. With the insourcing of Whetstone RHWS and WTS, and the construction of Bardon WTS, there is an opportunity to look at maximising these assets in terms of opportunities for income generation.

### *Impact of DEFRA Resources & Waste Strategy*

Three major consultations on statutory reforms that will impact on the Authority's existing operations and arrangements were undertaken during 2021 that could lead to savings, primarily via reduced waste disposal costs:

1. Extended Producer Responsibility (EPR) (to be launched 2024): making producers pay the full net cost of managing the packaging they place on the market, setting more ambitious targets for producers and introducing clear and consistent labelling for recycling.
2. Deposit Return Scheme (DRS) (to be launched late 2024): charging consumers a deposit on most drinks containers redeemable on return to designated return points.
3. Consistency in household and business recycling collections: effective through a standardised core set of dry recyclable materials for collection; separate weekly food waste collections and free green waste collection. Underpinning this will be an increase in recycling rates to encourage more recycling.

## **Chief Executive's**

### *Increasing income generation*

Increase income generation from partners and other bodies by leveraging increases in existing charges and exploring further support provision.

### *Departmental reviews of structure and functions*

Undertake a full review of various services within the department, and revisit existing structure, functions and funding sources to identify wider opportunities.

### *Process and service efficiencies*

Undertake a detailed review of areas where there is high volume of standardised work to consider if there are efficiencies that can be achieved through streamlining processes or greater digitalisation. This work will link in with emerging corporate programmes around customer and automation to support departmental and corporate savings.

### *Trading Standards*

Trading Standards service review of the approach to undertaking duties and the interpretation of statutory requirements.

## **Corporate Resources**

### *Department Structure and review of services*

Corporate Resources consists of a large number of functions split under three assistant directors. All services in general focus on organisational compliance and/or provide support to the wider authority across a variety of functions and so it is important to ensure the right teams, structure, function and skills are in place.

### *Technology and Hardware Costs*

Over the last three years the council's eco-system of IT tools and infrastructure has matured. Service delivery has also evolved post-pandemic and in some cases has moved away from remote/virtual delivery to face-to-face, seeing the systems and technology once previously used pre and during the COVID-19 pandemic, no longer being a core requirement to deliver services. This brings the potential to reduce our internal costs from revisiting staff's technology and licence costs for the tools and software they are using – ensuring this meets organisational need in the most cost-effective way.

### *Country Parks and Cafes*

Work is underway to explore additional commercial opportunities and improve profitability of our country parks and cafes. Opportunities to generate further revenue includes parking and development of a pay to play adventure play facility at land leased from the estate at Bosworth Battlefield.

### *People Hub*

The aiming is for a new approach to streamline the process and will provide opportunities for increased efficiencies across the County Council.

### *Asset Challenge*

A review is planned on the management, planning and use of the County Council's property assets. The aims of this review are to:

- Align asset management planning with the corporate and service delivery needs having regard to financial and resource planning.
- Identify the future property and asset management requirements necessary to deliver service priorities.
- Set out a programme of strategic reviews and initiatives together with an asset management delivery plan.

## **Council Wide**

### *Corporate Review*

Corporate review across all departments to identify areas to reduce duplication, including the following areas:

- Preventative and early intervention services
- Business support
- Communities
- Data Strategy
- Growth Service

*Opportunities for District Councils to support the County Council in meeting its funding pressures*

At the request of the District Council Leaders to the Leader of the County Council, suggestions were put together and forwarded to them, viz:

1. Physical Activity: Districts to pick up targeted support to less physically active residents as part of their overall leisure and physical activity provision.
2. Care leavers' accommodation: Districts to ensure more timely completion of assessments for, and availability of, appropriate properties for care leavers after their 18th birthday to reduce the County's care costs.
3. Housing in Support of Social Adult Social Care: Districts to support the County's Social Care Investment Programme in various ways including:
  - a. land and property identification and provision;
  - b. ensuring Local Plans and housing developers have greater regard to Extra Care housing, supported housing and lifetime home developments to reduce future care and health needs arising from inadequate housing availability;
  - c. support for home adaptations as a preventative offer rather than reacting to current need;
  - d. expand the use of passported Disabled Facilities Grant Funding in a way more consistent with the County Council's care technology offer which would see reductions in long term care costs;
  - e. in relation to hospital discharges provide checks (safe and well, warm home etc) and provide adaptations for people on discharge to make it easier for them to return to their homes;
  - f. provision of the care of pets for people in hospital or care homes linked to their statutory responsibility for licensing animal boarding and the kennelling of stray pets.
4. Net Zero: alignment of district net zero targets with the County's ambitious targets, to facilitate more effective collaboration and delivery of carbon emissions reduction activity (including ensuring Local Plans support net zero growth and social housing and private rented accommodation is decarbonised).
5. Waste Management: Make various changes to waste collection processes to reduce overall waste management costs by
  - a. Support reduced residual waste arisings
  - b. Collaborative working on the proposed national changes to waste legislation;
  - c. A joined-up approach to fly tipping across the County

6. Archaeology and Ecological Advice: Reassess the service level agreements covering the cost of non-statutory advice supporting local authority planning functions
7. Biodiversity Net Gain: Agree a new service level agreement on the costs of implementing the commissioned report (funded by pooled DEFRA monies) on biodiversity net gain provision across Leicestershire and agree to pool any future DEFRA funding to allow the County Council to lead on this going forwards.
8. UK Shared Prosperity Fund: Agree to pooling funding so that planning and delivery can be undertaken at a strategic level in line with the Government's devolution framework.
9. Business Rates Pool: Support the County Council's proposals for the allocation of pooled business rates monies with the County's share being ringfenced for Local Plan infrastructure.
10. Council Tax: Implement measures to minimise the impact of a squeeze on household income on the amount of council tax funding available for services including improved prevention and detection of fraud (e.g. single person claims) and targeted support for people most impacted, to maintain collection rates
11. Infrastructure Levy: Implement the new Infrastructure Levy, as proposed under the provisions of the Levelling Up and Regeneration Bill, by agreeing to work closely with the County Council to ensure the infrastructure required to facilitate growth is identified, costed and included in the levy.

In addition, following suggestions by district council chief executives to introduce new officer partnership groups across Leicester, Leicestershire and Rutland, the County Council is reviewing the existing, substantial list of such groups (160 plus) so that the need for all those groups and making best use of them can be considered before any additional groups are contemplated. There is also the opportunity to reduce the costs of attending officer partnership groups, which is significant, an exercise which Cabinet members have asked to be undertaken.

## SPECIFIC GOVERNMENT GRANTS (REVENUE)

	<b>2023-24 forecasts £000</b>
<b>Children &amp; Family Services</b>	
Dedicated Schools Grant (provisional)	641,521
Less DSG transferred to Academies	<u>-400,858</u>
	240,663
Pupil Premium (estimated)	5,371
Mainstream Schools Additional Grant (estimated)	2,478
Universal Infant Free School Meals (estimated)	2,403
PE and Sports Grant (estimated)	1,411
Troubled Families	1,671
Asylum Seekers (estimated)	4,000
Youth Justice Good Practice	561
EFA Sixth Forms and High Needs (estimated)	512
Fostering Staying Put (estimated)	140
Rough Sleepers	48
Virtual School	95
Extended Personal Advisor duty - Care Leaver	129
Remand Grant	174
School-led Tutoring grant	330
Reducing Parental Conflict Workforce Development	53
Covid Recovery Grant (estimated)	584
Family Hubs development	969
Domestic Abuse	1,130
Music Education Hub Grant	<u>1,455</u>
Total	<u>264,177</u>
<b>Adults &amp; Communities</b>	
Improved Better Care Fund - Spring Budget 2017/Winter Pressures	3,500
ASC Discharge Fund (new in 23/24 LGF Settlement)	2,480
Skills Funding Agency (estimated)	4,100
Education Funding Agency (estimated)	75
Multiply Project (ESFA)	1,045
Former ILF Recipient Grant (transferring to CSP Social Care Grant)	1,162
Community Voices (estimated)	45
War Pension Disregard Grant (estimated)	106
Social Care in Prisons (estimated)	<u>102</u>
Total	<u>12,615</u>
<b>Public Health</b> -announced in March 2023	<u>27,087</u>
<b>Environment &amp; Transport</b>	
Bus Service Operator Grant (estimated)	535
DfE Extended Rights Grant (estimated)	897
Rural Mobility Fund	433
DfT Enhanced Partnership Officer funding	112
Bikeability Cycling	<u>143</u>
Total	<u>2,120</u>
<b>Chief Executive</b>	
Local Reform & Community Voices (estimated)	<u>300</u>
<b>Corporate Resources</b>	
Household Support Fund	<u>7,240</u>
<b>TOTAL</b>	<u><u>313,539</u></u>

LEICESTERSHIRE COUNTY COUNCIL  
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**CHILDREN & FAMILY SERVICES DEPARTMENT - REVENUE BUDGET 2023/24**

Net Budget 2022/23		*	Employees	Running Expenses	Internal Income	Gross Budget	External Income	Net Budget 2023/24	Schools	Early Years	High Needs	Dedicated Schools Grant	LA Block
£			£	£	£	£	£	£	£	£	£	£	£
<b>1,395,850</b>	<b>C&amp;FS Directorate</b>	B	<b>1,315,300</b>	<b>80,550</b>	<b>0</b>	<b>1,395,850</b>	<b>0</b>	<b>1,395,850</b>	<b>17,180</b>	<b>41,370</b>	<b>142,940</b>	<b>201,490</b>	<b>1,194,360</b>
2,527,290	C&FS Safeguarding	S	2,345,730	181,560	0	2,527,290	0	2,527,290	0	0	0	0	2,527,290
134,990	LSCB	S	322,760	335,200	-83,630	574,330	-439,340	134,990	0	0	0	0	134,990
<b>2,662,280</b>	<b>Safeguarding, Improvement &amp; QA</b>		<b>2,668,490</b>	<b>516,760</b>	<b>-83,630</b>	<b>3,101,620</b>	<b>-439,340</b>	<b>2,662,280</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,662,280</b>
1,639,140	Asylum Seekers	S	742,550	2,798,590	0	3,541,140	-2,117,000	1,424,140	0	0	0	0	1,424,140
3,977,180	C&FS Fostering & Adoption	S	3,692,320	305,040	0	3,997,360	-20,180	3,977,180	0	0	0	0	3,977,180
38,512,900	C&FS Operational Placements	S	0	42,776,900	0	42,776,900	-314,000	42,462,900	0	0	0	0	42,462,900
3,885,230	Children in Care Service	S	3,356,410	657,820	0	4,014,230	-129,000	3,885,230	0	0	0	0	3,885,230
1,470,490	C&FS Adoption	S	1,378,790	111,700	0	1,490,490	-20,000	1,470,490	0	0	0	0	1,470,490
592,870	Education of Children in Care	S	868,210	1,605,510	-346,020	2,127,700	-1,534,830	592,870	0	0	0	0	592,870
<b>50,077,810</b>	<b>Children in Care</b>		<b>10,038,280</b>	<b>48,255,560</b>	<b>-346,020</b>	<b>57,947,820</b>	<b>-4,135,010</b>	<b>53,812,810</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>53,812,810</b>
4,916,040	CPS North	S	6,938,580	322,460	0	7,261,040	0	7,261,040	0	0	0	0	7,261,040
4,587,200	CPS South	S	4,262,460	324,740	0	4,587,200	0	4,587,200	0	0	0	0	4,587,200
965,900	Childrens Management	S	580,120	215,250	-37,650	757,720	0	757,720	0	0	0	0	757,720
3,289,770	C&FS First Response	S	3,293,310	31,960	-500	3,324,770	-35,000	3,289,770	0	0	0	0	3,289,770
998,200	Child Sexual Exploitation Team	B	961,570	36,630	0	998,200	0	998,200	0	0	0	0	998,200
<b>14,757,110</b>	<b>Field Social Work</b>		<b>16,036,040</b>	<b>931,040</b>	<b>-38,150</b>	<b>16,928,930</b>	<b>-35,000</b>	<b>16,893,930</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,893,930</b>
<b>549,450</b>	<b>Practice Excellence</b>	B	<b>545,350</b>	<b>45,100</b>	<b>0</b>	<b>590,450</b>	<b>-41,000</b>	<b>549,450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>549,450</b>
<b>288,080</b>	<b>C&amp;FS Community Safety</b>	B	<b>300,400</b>	<b>328,230</b>	<b>-286,920</b>	<b>341,710</b>	<b>-53,630</b>	<b>288,080</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>288,080</b>
<b>8,751,200</b>	<b>C&amp;FS Children &amp; Families Wellbeing</b>	B	<b>13,160,820</b>	<b>1,253,360</b>	<b>-1,833,660</b>	<b>12,580,520</b>	<b>-2,661,140</b>	<b>9,919,380</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,919,380</b>
<b>1,035,440</b>	<b>Education Sufficiency</b>	B	<b>1,405,320</b>	<b>27,100</b>	<b>-53,150</b>	<b>1,379,270</b>	<b>-295,270</b>	<b>1,084,000</b>	<b>428,190</b>	<b>0</b>	<b>0</b>	<b>428,190</b>	<b>655,810</b>
37,454,350	C&FS 0-5 Learning	S	2,575,080	38,092,050	0	40,667,130	-65,000	40,602,130	0	38,758,560	1,490,000	40,248,560	353,570
581,400	C&FS 5-19 Learning	B	833,920	419,460	-415,320	838,060	-294,710	543,350	363,210	0	0	363,210	180,140
3,634,280	Inclusion	S	1,483,050	2,943,240	-112,610	4,313,680	-270,910	4,042,770	0	0	2,906,710	2,906,710	1,136,060
1,611,540	Oakfield	S	0	1,658,390	0	1,658,390	0	1,658,390	0	0	1,425,000	1,425,000	233,390
0	Music Services	B	1,587,700	442,550	0	2,030,250	-2,030,250	0	0	0	0	0	0
<b>43,281,570</b>	<b>Education Quality &amp; inclusion</b>		<b>6,479,750</b>	<b>43,555,690</b>	<b>-527,930</b>	<b>49,507,510</b>	<b>-2,660,870</b>	<b>46,846,640</b>	<b>363,210</b>	<b>38,758,560</b>	<b>5,821,710</b>	<b>44,943,480</b>	<b>1,903,160</b>
94,271,640	C&FS SEN	S	2,126,590	109,287,340	-3,321,000	108,092,930	-252,850	107,840,080	0	0	106,353,480	106,353,480	1,486,600
2,423,670	C&FS Specialist Services to Vulnerable Groups	B	2,583,570	259,120	-247,850	2,594,840	-171,170	2,423,670	0	0	2,423,670	2,423,670	0
1,214,540	C&FS Psychology Service	B	1,584,890	73,150	-203,300	1,454,740	-264,500	1,190,240	0	0	0	0	1,190,240
4,089,340	C&FS Disabled Children	S	979,990	3,009,350	0	3,989,340	0	3,989,340	0	0	0	0	3,989,340
780,410	HNB Development Programme	D	161,890	1,084,080	0	1,245,970	0	1,245,970	0	0	1,245,970	1,245,970	0
-8,882,060	DSG Reserve income	N/A	0	0	-13,332,660	-13,332,660	0	-13,332,660	0	0	-13,332,660	-13,332,660	0
<b>93,897,540</b>	<b>SEND &amp; Children with Disabilities</b>		<b>7,436,930</b>	<b>113,713,040</b>	<b>-17,104,810</b>	<b>104,045,160</b>	<b>-688,520</b>	<b>103,356,640</b>	<b>0</b>	<b>0</b>	<b>96,690,460</b>	<b>96,690,460</b>	<b>6,666,180</b>
6,497,460	C&FS Business Support	B	6,057,010	821,480	-381,030	6,497,460	0	6,497,460	8,570	272,400	187,240	468,210	6,029,250
2,285,220	Central Charges	B	0	2,285,220	0	2,285,220	0	2,285,220	1,434,680	210,850	639,690	2,285,220	0
-229,720	C&FS Finance	B	-793,930	-464,510	0	-1,258,440	0	-1,258,440	604,780	0	0	604,780	-1,863,220
1,489,900	C&FS Human Resources	S	1,399,900	0	0	1,399,900	-50,000	1,349,900	674,900	0	0	674,900	675,000
833,670	C&FS Commissioning & Planning	B	891,860	7,500	-65,690	833,670	0	833,670	0	0	0	0	833,670
102,360	C&FS Sub Transformation	S	60,240	492,120	0	552,360	0	552,360	0	0	0	0	552,360
<b>10,978,890</b>	<b>Business Support &amp; Commissioning</b>		<b>7,615,080</b>	<b>3,141,810</b>	<b>-446,720</b>	<b>10,310,170</b>	<b>-50,000</b>	<b>10,260,170</b>	<b>2,722,930</b>	<b>483,250</b>	<b>826,930</b>	<b>4,033,110</b>	<b>6,227,060</b>
-134,820,680	C&FS Dedicated Schools Grant	S	0	-12,318,190	-400,560	-12,718,750	-135,309,330	-148,028,080	-3,835,280	-39,283,180	-104,909,620	-148,028,080	0
472,280,900	Delegated School Budgets	S	0	505,671,840	0	505,671,840	-10,306,630	495,365,210	493,937,630	0	1,427,580	495,365,210	0
-470,742,930	Delegated Dedicated Schools Grant	S	0	0	0	0	-493,633,860	-493,633,860	-493,633,860	0	0	-493,633,860	0
0	Dedicated Schools Grant Recoupment	S	0	-400,858,480	0	-400,858,480	400,858,480	0	0	0	0	0	0
<b>-133,282,710</b>	<b>C&amp;FS Other</b>		<b>0</b>	<b>92,495,170</b>	<b>-400,560</b>	<b>92,094,610</b>	<b>-238,391,340</b>	<b>-146,296,730</b>	<b>-3,531,510</b>	<b>-39,283,180</b>	<b>-103,482,040</b>	<b>-146,296,730</b>	<b>0</b>
<b>94,392,510</b>	<b>Total</b>		<b>67,001,760</b>	<b>304,343,410</b>	<b>-21,121,550</b>	<b>350,223,620</b>	<b>-249,451,120</b>	<b>100,772,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,772,500</b>

\* S/D/B : indicates that the service is Statutory, Discretionary or a combination of Both

LEICESTERSHIRE COUNTY COUNCIL  
2023 MEDIUM TERM FINANCIAL STRATEGY

## ADULTS AND COMMUNITIES - REVENUE BUDGET 2023/24

Net Budget 2022/23 £		* Employees	Running Expenses £	Internal Income £	Gross Budget £	External Income £	Net Budget 2023/24 £
<b>Care Pathway - Operational Commissioning</b>							
1,014,030	Heads of Service (OC) & Lead Practitioners	S	919,560	48,000	0	967,560	967,560
7,545,650	Cognitive & Physical Disability (C&PD)	S	6,405,620	2,095,330	0	8,500,950	-1,153,010
4,037,690	Learning Disability & Autism (LD&A)	S	4,619,880	70,750	0	4,690,630	-417,840
6,954,620	Mental Health & Safeguarding (MH&S)	S	7,119,890	1,705,760	-150,000	8,675,650	-1,762,480
<b>19,551,990</b>	<b>TOTAL</b>		<b>19,064,950</b>	<b>3,919,840</b>	<b>-150,000</b>	<b>22,834,790</b>	<b>-3,333,330</b>
<b>Care Pathway - Integration, Access &amp; Prevention</b>							
-65,270	Heads of Service (IAP) & Strategic Service Managers	S	337,620	679,430	0	1,017,050	-788,700
26,830	Integration Team	D	376,970	191,000	0	567,970	-567,970
2,105,490	Access & Digital Services	S	2,950,670	943,170	-508,000	3,385,840	-1,232,340
8,786,370	Home First	S	10,891,060	696,990	-300,000	11,288,050	-2,917,380
639,820	Social Care Investment	B	388,270	251,550	0	639,820	0
<b>11,493,240</b>	<b>TOTAL</b>		<b>14,944,590</b>	<b>2,762,140</b>	<b>-808,000</b>	<b>16,898,730</b>	<b>-5,506,390</b>
<b>Direct Services</b>							
139,670	Direct Services Managers	S	135,870	5,400	0	141,270	0
4,875,760	Supported Living, Residential and Short Breaks	S	4,690,000	189,760	0	4,879,760	-4,000
2,720,390	CLC / Day Services	S	1,666,140	151,000	-67,850	1,749,290	-46,500
346,870	Shared Lives Team	D	307,180	39,680	0	346,860	0
99,090	Direct Services Review	S	0	150,090	0	150,090	0
<b>8,181,780</b>	<b>TOTAL</b>		<b>6,799,190</b>	<b>535,930</b>	<b>-67,850</b>	<b>7,267,270</b>	<b>-50,500</b>
<b>Early Intervention &amp; Prevention</b>							
912,110	Extra Care	S	0	652,110	0	652,110	0
96,000	Eligible Services	B	0	377,430	0	377,430	-281,430
855,350	Secondary (e.g. Carers & Community Assessments)	B	0	1,167,510	0	1,167,510	-387,150
361,680	Tertiary (e.g. Advocacy)	B	0	708,360	-54,000	654,360	-292,680
<b>2,225,140</b>	<b>TOTAL</b>		<b>0</b>	<b>2,905,410</b>	<b>-54,000</b>	<b>2,851,410</b>	<b>-961,260</b>
<b>Strategic Services</b>							
305,790	Heads of Strategic Services	S	204,100	1,400	0	205,500	0
2,089,750	Business Support & Strategy and Planning	S	1,652,650	283,900	-18,840	1,917,710	0
1,833,500	Commissioning & Quality	S	2,568,290	160,900	0	2,729,190	-885,870
<b>4,229,040</b>	<b>TOTAL</b>		<b>4,425,040</b>	<b>446,200</b>	<b>-18,840</b>	<b>4,852,400</b>	<b>-885,870</b>
<b>Demand Led Commissioned Services</b>							
71,270,240	Residential & Nursing Care	S	0	112,119,710	0	112,119,710	-37,247,470
1,631,680	Shared Lives Residential	S	0	1,631,680	0	1,631,680	0
30,257,820	Supported Living	S	0	31,313,820	0	31,313,820	0
33,775,990	Home Care	S	0	36,115,990	0	36,115,990	0
43,082,060	Direct Cash Payments	S	0	42,169,060	0	42,169,060	-1,162,000
6,169,300	Community Life Choices (CLC)	S	0	6,634,300	0	6,634,300	0
535,750	Shared Lives - CLC	S	0	535,750	0	535,750	0
-26,032,900	Non-Residential Income	S	0	0	0	0	-28,890,900
<b>160,689,940</b>	<b>TOTAL</b>		<b>0</b>	<b>230,520,310</b>	<b>0</b>	<b>230,520,310</b>	<b>-67,300,370</b>
-26,490,030	<b>Better Care Fund (Balance)</b>	S	0	17,690,610	0	17,690,610	-44,680,640
1,156,210	<b>Department Senior Management</b>	S	908,620	335,260	0	1,243,880	-203,720
<b>181,037,310</b>	<b>TOTAL ASC</b>		<b>46,142,390</b>	<b>259,115,700</b>	<b>-1,098,690</b>	<b>304,159,400</b>	<b>-122,922,080</b>
<b>Communities and Wellbeing</b>							
309,930	C&W Senior Management	B	327,300	7,300	-23,000	311,600	0
1,953,390	Libraries Operational	S	2,097,880	293,290	-6,700	2,384,470	-400,820
1,127,890	Libraries Resources	S	270,550	866,040	0	1,136,590	-21,000
910,390	Museums & Heritage	D	930,070	307,320	0	1,237,390	-340,630
466,260	Participation	D	419,230	15,090	0	434,320	0
950,850	Collections & Learning	B	1,313,180	307,120	0	1,620,300	-665,800
0	Externally Funded Projects	D	159,740	143,930	0	303,670	-303,670
12,860	Adult Learning	D	5,158,320	1,283,510	-411,400	6,030,430	-6,030,430
-56,530	C&W Efficiencies		0	-51,390	0	-51,390	0
<b>5,675,040</b>	<b>TOTAL C&amp;W</b>		<b>10,676,270</b>	<b>3,172,210</b>	<b>-441,100</b>	<b>13,407,380</b>	<b>-7,762,350</b>
<b>186,712,350</b>	<b>TOTAL ADULTS &amp; COMMUNITIES</b>		<b>56,818,660</b>	<b>262,287,910</b>	<b>-1,539,790</b>	<b>317,566,780</b>	<b>-130,684,430</b>

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LEICESTERSHIRE COUNTY COUNCIL  
2023 MEDIUM TERM FINANCIAL STRATEGY

## PUBLIC HEALTH DEPARTMENT - REVENUE BUDGET 2023/24

Net Budget 2022/23 £		*	Employees £	Running Expenses £	Internal Income £	Gross Budget	External Income £	Net Budget 2023/24 £
-26,231,340	<b>Public Health Ring-Fenced Grant</b>		0	0	0	0	-26,231,340	-26,231,340
	<b>Department</b>							
-1,113,240	Public Health Leadership	B	2,363,410	530,800	-605,970	2,288,240	-257,860	2,030,380
1,750,300	Local Area Co-ordination	B	1,894,720	63,930	-783,140	1,175,510	-77,400	1,098,110
623,410	Quit Ready	B	467,230	162,750	-73,560	556,420	-83,210	473,210
734,540	First Contact Plus	B	666,890	4,310	-145,810	525,390	-175,060	350,330
171,510	Other Public Health Services	B	31,230	142,480	-31,230	142,480	0	142,480
1,315,530	Programme Delivery	B	1,053,770	388,500	-637,270	805,000	-10,590	794,410
310,720	Public Health Advice	B	0	310,720	0	310,720	0	310,720
292,410	Weight Management Service	B	452,010	34,000	-138,170	347,840	-10,000	337,840
500,000	NHS Health Check programme	S	0	400,000	0	400,000	0	400,000
230,000	Mental Health	B	49,340	1,336,190	-196,480	1,189,050	-1,141,010	48,040
<b>4,815,180</b>	<b>Total</b>		<b>6,978,600</b>	<b>3,373,680</b>	<b>-2,611,630</b>	<b>7,740,650</b>	<b>-1,755,130</b>	<b>5,985,520</b>
9,124,340	<b>0-19 Childrens Public Health</b>	<b>S</b>	204,870	9,281,470	-927,000	8,559,340	0	8,559,340
	<b>Safer Communities</b>							
434,700	Domestic Violence	S	0	434,700	-50,000	384,700	0	384,700
4,186,880	Sexual Health	S	0	4,142,050	0	4,142,050	-100,000	4,042,050
4,148,810	Substance Misuse	S	0	4,806,780	-120,000	4,686,780	-657,980	4,028,800
<b>8,770,390</b>	<b>Total</b>		<b>0</b>	<b>9,383,530</b>	<b>-170,000</b>	<b>9,213,530</b>	<b>-757,980</b>	<b>8,455,550</b>
	<b>Physical Activity and Obesity</b>							
1,145,950	Physical Activity	B	0	1,145,950	0	1,145,950	0	1,145,950
190,000	Obesity Programmes	B	0	190,000	0	190,000	0	190,000
<b>1,335,950</b>	<b>Total</b>		<b>0</b>	<b>1,335,950</b>	<b>0</b>	<b>1,335,950</b>	<b>0</b>	<b>1,335,950</b>
669,390	<b>Health Protection</b>	<b>B</b>	704,510	41,830	-697,900	48,440	-29,570	18,870
70,000	<b>Tobacco Control</b>	<b>B</b>	0	70,000	0	70,000	0	70,000
0	<b>Active Together</b>	<b>B</b>	1,401,230	1,523,960	-875,950	2,049,240	-2,049,240	0
<b>-1,446,090</b>	<b>TOTAL PUBLIC HEALTH</b>		<b>9,289,210</b>	<b>25,010,420</b>	<b>-5,282,480</b>	<b>29,017,150</b>	<b>-30,823,260</b>	<b>-1,806,110</b>

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LEICESTERSHIRE COUNTY COUNCIL  
2023 MEDIUM TERM FINANCIAL STRATEGY

## ENVIRONMENT & TRANSPORT DEPARTMENT - REVENUE BUDGET 2023/24

Net Budget 2022/23		*	Employees	Running Expenses	Internal Income	Gross Budget	External Income	Net Budget 2023/24
£			£	£	£	£	£	£
	<b>HIGHWAYS &amp; TRANSPORT</b>							
	<b>Development &amp; Growth</b>							
1,163,950	Development & Growth	B	1,463,000	302,940	-399,810	1,366,130	-222,890	1,143,240
292,780	HS2	B	255,110	32,890	0	288,000	-8,000	280,000
	<b>H &amp; T Commissioning</b>							
2,282,020	H & T Staffing & Admin	B	5,212,900	3,621,910	-5,131,620	3,703,190	-1,280,310	2,422,880
	<b>H &amp; T Network Management</b>							
1,566,320	Traffic controls	S	0	1,596,320	0	1,596,320	-25,000	1,571,320
548,610	Road Safety	S	550,000	689,770	-411,080	828,690	-200,270	628,420
0	Speed Awareness	S	239,120	1,801,770	0	2,040,890	-2,040,890	0
252,020	Sustainable Travel	D	292,560	414,970	-500,070	207,460	0	207,460
1,222,460	H & T Network Staffing & Admin	B	4,693,310	68,260	-892,740	3,868,830	-3,124,930	743,900
0	Civil Parking Enforcement	S	0	1,202,730	0	1,202,730	-1,202,730	0
	<b>Highways and Transport Operations</b>							
	<b>Highways Operations Services</b>							
4,569,950	Staffing & Admin Delivery	B	4,340,910	266,570	0	4,607,480	-105,000	4,502,480
4,688,300	Environmental Maintenance	S	1,626,970	3,209,040	0	4,836,010	-72,000	4,764,010
2,066,420	Reactive Maintenance	S	672,290	1,746,250	-297,200	2,121,340	0	2,121,340
2,110,750	Winter Maintenance	S	957,830	1,152,900	0	2,110,730	0	2,110,730
	<b>Assisted Transport Services</b>							
1,796,910	Staffing & Admin Resourcing	S	3,012,060	29,110	-1,063,660	1,977,510	0	1,977,510
18,421,490	SEN Transport	S	50,000	20,935,660	0	20,985,660	-131,700	20,853,960
3,409,650	Mainstream School Transport	S	0	4,700,980	0	4,700,980	-1,156,700	3,544,280
4,399,150	Social Care Transport	B	0	4,634,360	0	4,634,360	-188,800	4,445,560
201,030	Passenger Fleet	B	4,495,420	1,610,670	-5,793,300	312,790	-111,760	201,030
0	Joint Arrangements	D	0	430,570	-67,230	363,340	-363,340	0
2,295,830	Public Bus Services	B	0	3,832,150	-398,150	3,434,000	-1,038,170	2,395,830
4,914,000	Concessionary Travel	S	0	4,107,350	0	4,107,350	-26,850	4,080,500
	<b>Highways and Transport Technical Support Service</b>							
3,797,880	Street Lighting Maintenance	B	455,310	3,307,710	0	3,763,020	-88,340	3,674,680
72,650	Blue badge	S	0	220,000	0	220,000	-141,410	78,590
428,040	H & T Operations Management	B	452,970	4,520	-108,460	349,030	0	349,030
-2,011,320	Staffing, Admin & Depot Overheads	B	6,857,670	3,484,240	-9,311,600	1,030,310	-2,952,470	-1,922,160
27,500	Cyclic Maintenance	B	9,920	17,580	0	27,500	0	27,500
-56,340	Fleet Services	D	729,670	835,810	-1,581,420	-15,940	-42,400	-58,340
<b>58,460,050</b>	<b>TOTAL</b>		<b>36,367,020</b>	<b>64,257,030</b>	<b>-25,956,340</b>	<b>74,667,710</b>	<b>-14,523,960</b>	<b>60,143,750</b>
	<b>Environment &amp; Waste Management</b>							
443,780	Management	B	441,310	1,900	0	443,210	0	443,210
	<b>Environment &amp; Waste Management Commissioning</b>							
1,440,830	Staffing and Admin	B	1,530,240	6,600	-70,470	1,466,370	-14,000	1,452,370
864,380	Initiatives	B	177,580	852,580	-192,750	837,410	-148,170	689,240
60,000	Recycling & Reuse credits	S	0	50,000	0	50,000	0	50,000
	<b>Waste Management Delivery</b>							
380,660	Staffing & Admin	S	524,160	0	-143,500	380,660	0	380,660
10,166,060	Landfill	S	0	3,401,070	0	3,401,070	-280	3,400,790
8,863,650	Treatment & Contracts	S	0	14,908,650	0	14,908,650	0	14,908,650
2,449,000	Dry Recycling	S	0	3,114,000	0	3,114,000	-665,000	2,449,000
1,904,000	Composting Contracts	S	0	1,814,000	0	1,814,000	0	1,814,000
4,158,500	Recycling & Household Waste	S	3,531,310	1,483,530	-277,610	4,737,230	-582,380	4,154,850
2,516,090	Haulage & Waste Transfer	S	464,500	1,746,610	-5,000	2,206,110	0	2,206,110
-1,503,000	Income	B	0	0	0	0	-1,548,000	-1,548,000
-32,000	WEEE Funding	B	0	0	0	0	-62,000	-62,000
<b>31,711,950</b>	<b>TOTAL</b>		<b>6,669,100</b>	<b>27,378,940</b>	<b>-689,330</b>	<b>33,358,710</b>	<b>-3,019,830</b>	<b>30,338,880</b>
	<b>Departmental &amp; Business Management</b>							
2,241,710	Management & Admin	B	2,336,110	123,440	-202,360	2,257,190	-6,000	2,251,190
448,050	Departmental Costs	D	55,250	1,147,190	-356,000	846,440	-168,500	677,940
<b>2,689,760</b>	<b>TOTAL</b>		<b>2,391,360</b>	<b>1,270,630</b>	<b>-558,360</b>	<b>3,103,630</b>	<b>-174,500</b>	<b>2,929,130</b>
<b>92,861,760</b>	<b>TOTAL ENVIRONMENT &amp; TRANSPORT</b>		<b>45,427,480</b>	<b>92,906,600</b>	<b>-27,204,030</b>	<b>111,130,050</b>	<b>-17,718,290</b>	<b>93,411,760</b>

\* S/D/B : indicates that the service is Statutory, Discretionary or a combination of Both

LEICESTERSHIRE COUNTY COUNCIL  
2023 MEDIUM TERM FINANCIAL STRATEGY

## CHIEF EXECUTIVE'S DEPARTMENT - REVENUE BUDGET 2023/24

Net Budget 2022/23 £		* Employees £	Running Expenses £	Internal Income £	Gross Budget	External Income £	Net Budget 2023/24 £	
<b>DEMOCRATIC SERVICES, ADMIN &amp; CIVIC AFFAIRS</b>								
1,448,610	Democratic Services and Administration	D	1,382,680	114,260	0	1,496,940	-63,330	1,433,610
69,000	Subscriptions	D	0	69,000	0	69,000	0	69,000
136,460	Civic Affairs	D	30,650	111,810	0	142,460	-6,000	136,460
<b>1,654,070</b>	<b>TOTAL</b>		<b>1,413,330</b>	<b>295,070</b>	<b>0</b>	<b>1,708,400</b>	<b>-69,330</b>	<b>1,639,070</b>
4,624,650	<b>LEGAL SERVICES</b>	D	3,790,720	1,773,080	-597,150	4,966,650	-542,000	4,424,650
<b>STRATEGY AND BUSINESS INTELLIGENCE</b>								
1,662,030	Business Intelligence	D	2,480,860	141,860	-620,990	2,001,730	-339,700	1,662,030
1,958,720	Policy and Communities	B	955,720	987,820	-184,820	1,758,720	-300,000	1,458,720
1,510,130	Growth Service	B	1,190,680	999,240	-539,850	1,650,070	-283,740	1,366,330
437,380	Management and Administration	B	663,210	5,790	-17,830	651,170	0	651,170
<b>5,568,260</b>	<b>TOTAL</b>		<b>5,290,470</b>	<b>2,134,710</b>	<b>-1,363,490</b>	<b>6,061,690</b>	<b>-923,440</b>	<b>5,138,250</b>
357,880	<b>EMERGENCY MANAGEMENT AND RESILIENCE</b>	S	760,020	105,660	-177,620	688,060	-330,170	357,890
<b>REGULATORY SERVICES</b>								
1,880,300	Trading Standards	B	1,981,960	136,340	-60,000	2,058,300	-203,000	1,855,300
1,196,810	Coroners	S	0	1,196,810	0	1,196,810	0	1,196,810
1,460	Registrars	S	1,215,830	60,990	0	1,276,820	-1,275,360	1,460
<b>3,078,570</b>	<b>TOTAL</b>		<b>3,197,790</b>	<b>1,394,140</b>	<b>-60,000</b>	<b>4,531,930</b>	<b>-1,478,360</b>	<b>3,053,570</b>
588,030	<b>PLANNING SERVICES</b>	B	1,210,230	145,000	-29,910	1,325,320	-897,280	428,040
-32,950	<b>DEPARTMENTAL ITEMS</b>	D	11,880	-144,840	0	-132,960	0	-132,960
<b>15,838,510</b>	<b>TOTAL CHIEF EXECUTIVES</b>		<b>15,674,440</b>	<b>5,702,820</b>	<b>-2,228,170</b>	<b>19,149,090</b>	<b>-4,240,580</b>	<b>14,908,510</b>

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LEICESTERSHIRE COUNTY COUNCIL  
2023 MEDIUM TERM FINANCIAL STRATEGY

**CORPORATE RESOURCES DEPARTMENT - REVENUE BUDGET 2023/24**

Net Budget 2022/23 £		* Employees £	Running Expenses £	Internal Income £	Gross Budget £	External Income £	Net Budget 2023/24 £	
<b>AD Finance, Strategic Property and Commissioning</b>								
2,520,310	Strategic Property	D	2,102,820	1,526,070	-623,860	3,005,030	-437,050	2,567,980
2,318,800	Audit and Insurance	S	1,945,500	3,426,500	-1,191,290	4,180,710	-1,892,930	2,287,780
4,504,880	Strategic Finance and Pensions	S	6,306,790	421,960	-1,891,560	4,837,190	-208,860	4,628,330
375,760	Corporate Resources Unallocated	D	27,530	488,910	-51,000	465,440	0	465,440
1,226,760	Commissioning Support	B	1,362,000	35,030	-154,900	1,242,130	-25,000	1,217,130
<b>10,946,510</b>			<b>11,744,640</b>	<b>5,898,470</b>	<b>-3,912,610</b>	<b>13,730,500</b>	<b>-2,563,840</b>	<b>11,166,660</b>
<b>1,949,470</b>	<b>East Midlands Shared Services</b>		<b>4,400,250</b>	<b>2,198,900</b>	<b>-337,510</b>	<b>6,261,640</b>	<b>-3,856,250</b>	<b>2,405,390</b>
<b>AD IT, Communications &amp; Digital, Customer Services</b>								
12,539,230	IT	B	7,791,060	5,344,630	-715,660	12,420,030	0	12,420,030
1,137,500	Communications & Digital Services	D	1,402,860	202,100	-386,090	1,218,870	-9,300	1,209,570
2,471,560	Customer Service	D	2,152,820	97,760	-106,460	2,144,120	-54,850	2,089,270
<b>16,148,290</b>			<b>11,346,740</b>	<b>5,644,490</b>	<b>-1,208,210</b>	<b>15,783,020</b>	<b>-64,150</b>	<b>15,718,870</b>
<b>Commercialism</b>								
<b>LTS Catering</b>								
172,400	Leisure & Hospitality	D	605,180	590,140	-31,590	1,163,730	-1,002,630	161,100
-272,980	Education Catering	D	12,036,860	6,159,880	-8,279,250	9,917,490	-10,119,120	-201,630
-73,840	Beaumanor	D	1,027,550	494,650	-52,610	1,469,590	-1,544,220	-74,630
<b>-174,420</b>			<b>13,669,590</b>	<b>7,244,670</b>	<b>-8,363,450</b>	<b>12,550,810</b>	<b>-12,665,970</b>	<b>-115,160</b>
<b>LTS Professional &amp; Other Services</b>								
-22,030	Bursar Service	D	214,250	14,540	-74,820	153,970	-181,780	-27,810
-398,430	LEAMIS	D	764,480	238,400	-861,740	141,140	-495,190	-354,050
-107,590	HR Services	D	1,173,970	70,370	-211,220	1,033,120	-1,147,530	-114,410
<b>-528,050</b>			<b>2,152,700</b>	<b>323,310</b>	<b>-1,147,780</b>	<b>1,328,230</b>	<b>-1,824,500</b>	<b>-496,270</b>
<b>238,400</b>	<b>LTS Infrastructure</b>	D	225,970	185,870	-116,420	295,420	0	295,420
<b>-464,070</b>	<b>Total Commercialism</b>		<b>16,048,260</b>	<b>7,753,850</b>	<b>-9,627,650</b>	<b>14,174,460</b>	<b>-14,490,470</b>	<b>-316,010</b>
<b>AD Corporate Services</b>								
<b>Operational Property</b>								
3,614,390	Building Running Costs	B	275,020	4,333,220	-86,580	4,521,660	-1,455,630	3,066,030
2,548,300	Building Maintenance	B	0	3,936,000	-1,350,000	2,586,000	0	2,586,000
2,190,290	Operational Property	B	2,112,200	188,640	-254,270	2,046,570	0	2,046,570
82,100	Traveller Services	B	249,530	52,580	-15,000	287,110	-222,660	64,450
<b>8,435,080</b>			<b>2,636,750</b>	<b>8,510,440</b>	<b>-1,705,850</b>	<b>9,441,340</b>	<b>-1,678,290</b>	<b>7,763,050</b>
<b>Corporate Services</b>								
1,048,920	Business Support Services	B	1,047,980	157,640	-194,060	1,011,560	-17,440	994,120
694,900	Management	B	730,650	10,890	-41,750	699,790	0	699,790
2,185,860	HR	B	2,696,530	97,690	-572,170	2,222,050	0	2,222,050
1,454,090	L & D	B	1,691,660	69,350	-160,090	1,600,920	-156,680	1,444,240
-10,030	LTS Property Services	B	3,122,200	1,775,440	-4,390,180	507,460	-999,770	-492,310
193,540	County Parks	B	498,690	404,810	0	903,500	-892,300	11,200
1,672,560	Transformation	D	3,869,290	16,960	-2,369,450	1,516,800	0	1,516,800
7,239,840			13,657,000	2,532,780	-7,727,700	8,462,080	-2,066,190	6,395,890
<b>15,674,920</b>			<b>16,293,750</b>	<b>11,043,220</b>	<b>-9,433,550</b>	<b>17,903,420</b>	<b>-3,744,480</b>	<b>14,158,940</b>
<b>Corporate Asset Investment Fund</b>								
-47,300	Rural	D	0	650,460	0	650,460	-1,308,500	-658,040
-950,120	Industrial	D	0	1,093,720	-250,000	843,720	-1,992,000	-1,148,280
-4,480,310	Office	D	0	583,280	0	583,280	-5,088,810	-4,505,530
-978,000	Other	D	0	1,273,000	0	1,273,000	-2,572,000	-1,299,000
<b>-6,455,730</b>			<b>0</b>	<b>3,600,460</b>	<b>-250,000</b>	<b>3,350,460</b>	<b>-10,961,310</b>	<b>-7,610,850</b>
<b>37,799,390</b>	<b>TOTAL CORPORATE RESOURCES</b>		<b>59,833,640</b>	<b>36,139,390</b>	<b>-24,769,530</b>	<b>71,203,500</b>	<b>-35,680,500</b>	<b>35,523,000</b>

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LEICESTERSHIRE COUNTY COUNCIL  
2023 MEDIUM TERM FINANCIAL STRATEGY

## CORPORATE & CENTRAL ITEMS - REVENUE BUDGET 2023/24

Net Budget 2022/23 £		*	Employees £	Running Expenses £	Internal Income £	Gross Budget £	External Income £	Net Budget 2023/24 £
<b>CORPORATE</b>								
-2,285,000	<b>DSG (Central Dept recharges)</b>	S	0	0	0	0	-2,285,000	-2,285,000
0	<b>Growth Contingency</b>	n/a	0	1,000,000	0	1,000,000	0	1,000,000
0	<b>Service Reduction Contingency</b>	n/a	0	900,000	0	900,000	0	900,000
0	<b>Fair Cost of Care / Adult Social Care Reforms</b>	S	0	4,600,000	0	4,600,000	0	4,600,000
8,000,000	<b>MTFS Risks Contingency</b>	B	0	10,000,000	0	10,000,000	0	10,000,000
0	<b>Contingency for Inflation / Living Wage **</b>	B	11,600,000	30,165,000	0	41,765,000	0	41,765,000
<b>5,715,000</b>	<b>TOTAL CORPORATE BUDGETS</b>		<b>11,600,000</b>	<b>46,665,000</b>	<b>0</b>	<b>58,265,000</b>	<b>-2,285,000</b>	<b>55,980,000</b>
<b>CENTRAL ITEMS</b>								
19,500,000	<b>Financing of Capital</b>	B	0	22,265,000	-54,000	22,211,000	-2,711,000	19,500,000
2,350,000	<b>Revenue Funding of Capital</b>	B	0	6,545,000	0	6,545,000	0	6,545,000
<b>Central Income</b>								
-1,400,000	<b>Bank &amp; Other Interest</b>	B	0	0	0	0	-13,600,000	-13,600,000
<b>Central Expenditure</b>								
1,400,000	<b>Pensions (pre LGR /LGR)</b>	S	0	1,400,000	0	1,400,000	0	1,400,000
1,309,000	<b>Members Expenses &amp; Support etc</b>	S	101,000	1,208,000	0	1,309,000	0	1,309,000
317,000	<b>Flood Defence Levies</b>	S	0	317,000	0	317,000	0	317,000
200,000	<b>Elections</b>	S	0	200,000	0	200,000	0	200,000
-841,000	<b>Financial Arrangements</b>	B	0	365,000	-221,000	144,000	-835,000	-691,000
<b>2,385,000</b>			<b>101,000</b>	<b>3,490,000</b>	<b>-221,000</b>	<b>3,370,000</b>	<b>-835,000</b>	<b>2,535,000</b>
<b>22,835,000</b>	<b>TOTAL CENTRAL ITEMS</b>		<b>101,000</b>	<b>32,300,000</b>	<b>-275,000</b>	<b>32,126,000</b>	<b>-17,146,000</b>	<b>14,980,000</b>

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\*\* 2022/23 contingency of £28.8m transferred to Departmental budgets

## EARMARKED RESERVE BALANCES

	Revised Balance 01/04/2022 £000	Forecast Balance 31/03/2023 £000	Forecast Balance 31/03/2024 £000	Forecast Balance 31/03/2025 £000	Forecast Balance 31/03/2026 £000	Forecast Balance 31/03/2027 £000
<b>Renewal of Systems, Equipment and Vehicles</b>	3,030	2,060	1,930	1,780	1,680	1,580
<b>Insurance</b>						
General	9,640	7,230	4,820	2,410	0	0
Schools schemes and risk management	350	260	170	90	0	0
Uninsured loss fund	5,410	4,060	2,710	1,350	0	0
<b>Committed Balances</b>						
Community Grants	40	40	0	0	0	0
<b>Other</b>						
<b>Children &amp; Family Services</b>						
Supporting Leicestershire Families	760	0	0	0	0	0
C&FS Developments	1,710	0	0	0	0	0
Youth Offending	610	610	330	190	50	0
Other	670	340	300	300	300	0
<b>Adults &amp; Communities</b>						
A&C Developments	2,320	430	0	0	0	0
Adult Learning Service	530	160	160	160	160	160
Public Health	8,410	4,540	860	860	860	860
<b>Environment &amp; Transport</b>						
E&T Developments	270	220	90	80	80	80
Commuted Sums	3,300	2,800	2,300	1,800	1,300	800
LLITM	1,560	1,200	270	140	450	740
Major Projects - advanced design	870	410	140	130	120	120
Waste Developments	780	540	280	50	0	0
Section 38 Income	490	0	0	0	0	0
Other	280	140	150	140	150	160
<b>Chief Executive</b>						
Economic Development-General	340	220	60	0	0	0
Chief Executive Dept Developments	440	270	110	20	20	20
Other	180	50	10	10	10	0
<b>Corporate Resources</b>						
Other	430	220	150	80	10	0
<b>Corporate:</b>						
Transformation Fund	12,520	8,350	3,360	300	0	0
Broadband	2,370	1,370	750	0	0	0
Business Rates Retention	3,870	570	570	570	570	570
Elections	100	300	500	700	100	300
Other	30	30	30	30	30	30
Budget Equalisation	31,960	40,470	48,880	41,610	40,740	47,740
Carbon Neutral Investment Fund	2,000	2,000	2,000	2,000	2,000	2,000
Capital Financing (phasing of capital expenditure)	136,540	87,460	92,550	0	370	920
Pooled Property Fund investment *	-24,550	-24,550	-24,550	-24,550	-24,550	-24,550
<b>TOTAL</b>	<b>207,260</b>	<b>141,800</b>	<b>138,930</b>	<b>30,250</b>	<b>24,450</b>	<b>31,530</b>
<b>Schools and Partnerships</b>						
Dedicated Schools Grant	-24,280	-33,060	-45,700	-56,330	-67,620	-80,590
Active Together	1,400	1,210	910	560	10	0
Health & Social Care Outcomes	14,860	7,830	3,480	2,070	2,070	2,070
Emergency Management	790	740	740	690	640	590
East Midlands Shared Services - other	30	0	0	0	0	0
Leicestershire Safeguarding Children Board	100	80	60	40	20	0
Leics Social Care Development Group	30	30	30	30	30	30
Total	-7,070	-23,170	-40,480	-52,940	-64,850	-77,900

\* Pooled Property Fund investments - funded from the overall balance of earmarked funds

LEICESTERSHIRE COUNTY COUNCIL  
2023 MEDIUM TERM FINANCIAL STRATEGY

**EFFECT OF COUNTY COUNCIL'S BUDGET DECISION ON 2023/24 COUNCIL TAX**

BAND (APRIL 1991 VALUE)	Proportion of Band D	Main element £	ASC Precept £	County Council's Element £
A ( Up to £40,000)	6/9	882.87	134.10	1,016.97
B (£40,001 - £52,000)	7/9	1,030.02	156.45	1,186.47
C (£52,001 - £68,000)	8/9	1,177.17	178.80	1,355.97
D (£68,001 - £88,000)	1	1,324.31	201.15	1,525.46
E (£88,001 - £120,000)	11/9	1,618.60	245.85	1,864.45
F (£120,001 - £160,000)	13/9	1,912.89	290.55	2,203.44
G (£160,001 - £320,000)	15/9	2,207.19	335.25	2,542.44
H ( Over £320,000)	2	2,648.62	402.30	3,050.92

**PRECEPT 2023/24**

BILLING AUTHORITY	Tax Base	Precept £
Blaby	34,369.72	52,429,736
Charnwood	59,186.30	90,286,510
Harborough	38,251.46	58,351,186
Hinckley and Bosworth	39,421.30	60,135,734
Melton	19,698.38	30,049,149
North West Leicestershire	36,394.00	55,517,700
Oadby and Wigston	17,986.70	27,438,045
<b>Total</b>	<b>245,307.86</b>	<b>374,208,060</b>

**2023/24 COUNCIL TAX BILL (COUNTY COUNCIL ELEMENT)**

(EXAMPLE USING BAND D - % INCREASES APPLY TO ALL BANDS)

	2022/23 £	2023/24 £	Increases *
Main Element (core)	1,280.87	1,324.31	2.99%
ASC Precept **	172.09	201.15	2.00%
<b>Total</b>	<b>1,452.96</b>	<b>1,525.46</b>	<b>4.99%</b>

\* per Government guidance each percentage is calculated as an increase to the 2022/23 total of £1,452.96

\*\* The following paragraphs are required to be included with information to be made available to bill-payers. They explain that the County Council can raise an additional amount of Council Tax, for adult social care, without requiring a referendum.

*"The Secretary of State made an offer to adult social care authorities. ("Adult social care authorities" are local authorities which have functions under Part 1 of the Care Act 2014, namely county councils in England, district councils for an area in England for which there is no county council, London borough councils, the Common Council of the City of London and the Council of the Isles of Scilly.)*

*The offer was the option of an adult social care authority being able to charge an additional "precept" on its council tax without holding a referendum, to assist the authority in meeting its expenditure on adult social care from the financial year 2016-17. It was originally made in respect of the financial years up to and including 2019-20. If the Secretary of State chooses to renew this offer in respect of a particular year, this is subject to the approval of the House of Commons."*

## AVERAGE COUNCIL TAX FOR A BAND D PROPERTY IN LEICESTERSHIRE 2023/24

	Billing Authority							Average £
	Blaby	Charnwood	Harborough	Hinckley & Bosworth	Melton	North West Leics.	Oadby & Wigston	
	£	£	£	£	£	£	£	
County Council	1,525.46	1,525.46	1,525.46	1,525.46	1,525.46	1,525.46	1,525.46	1,525.46
Police and Crime Commissioner	273.23	273.23	273.23	273.23	273.23	273.23	273.23	273.23
Combined Fire Authority	79.29	79.29	79.29	79.29	79.29	79.29	79.29	79.29
District Council (General Expenses)	183.65	140.47	161.37	130.50	197.64	158.58	246.66	163.24
Special Expenses & Parishes (average)	122.61	100.25	77.66	81.74	64.69	94.33	0.00	85.80
<b>Average Band D Council Tax 2023/24</b>	<b>2,184.24</b>	<b>2,118.70</b>	<b>2,117.01</b>	<b>2,090.22</b>	<b>2,140.31</b>	<b>2,130.89</b>	<b>2,124.64</b>	<b>2,127.02</b>
Average Band D Council Tax 2022/23	2,079.37	2,016.31	2,020.00	1,988.85	2,040.05	2,031.29	2,024.98	2,026.11
Increase (£)	104.87	102.39	97.01	101.37	100.26	99.60	99.66	100.91
Increase (%)	5.04%	5.08%	4.80%	5.10%	4.91%	4.90%	4.92%	4.98%
<b>Increases (%)</b>								
County Council <sup>1</sup>	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%
Police and Crime Commissioner <sup>2</sup>	5.81%	5.81%	5.81%	5.81%	5.81%	5.81%	5.81%	5.81%
Combined Fire Authority <sup>3</sup>	6.73%	6.73%	6.73%	6.73%	6.73%	6.73%	6.73%	6.73%
District Council (General Expenses) <sup>4</sup>	2.99%	3.52%	-0.60%	3.98%	2.83%	0.00%	2.99%	2.26%
Special Expenses & Parishes (average)	6.09%	5.37%	7.61%	4.97%	3.72%	8.14%	n/a	5.94%

1) County Council increase includes 2% for the Adult Social Care precept

2) Police and Crime Commissioners were allowed an option to increase Council Tax by up to £15 per Band D property

3) Fire and Rescue Authorities were allowed an option to increase Council Tax by £5 per Band D property

4) District Councils were allowed an option to increase Council Tax by up to either 2.99% or £5 per Band D property, whichever was higher

LEICESTERSHIRE COUNTY COUNCIL  
2023 MEDIUM TERM FINANCIAL STRATEGY

## ANALYSIS OF NUMBER OF EMPLOYEES

	2022/23	2023/24
<b>Average Number of Staff *</b>		
Children & Family Services		
Schools **	2,292.0	2,159.6
Non-Schools	1,215.6	1,276.4
	3,507.6	3,436.0
Adults & Communities	1,294.7	1,269.9
Public Health	183.2	187.0
Environment & Transport	1,006.0	1,019.2
Chief Executives	272.6	278.4
Corporate Resources	1,421.7	1,349.5
<b>Total - All Staff</b>	<b>7,685.8</b>	<b>7,540.1</b>

\* Part-time employees have been equated to full time equivalents (fte)

\*\* Subject to Academy transfers

## Policy for the Identification of Capital Expenditure

### What is Capital Expenditure?

The precise definition is prescribed in the IFRS Code of Practice, which itself represents proper practice as defined in the 2003 Local Government Act.

“All expenditure on the acquisition, creation or enhancement of tangible fixed assets should be capitalised on an accruals basis. Expenditure on the acquisition of a tangible asset which adds to and not merely maintains the value of an existing asset should be capitalised and be classified as a tangible fixed asset, provided that it yields a benefit to the authority and the services it provides are for a period of more than one year”

Expenditure that should be capitalised will include expenditure on the

- acquisition, replacement, enhancement or laying out of land
- acquisition, construction, preparation, enhancement or replacement of roads, buildings or other structures.
- acquisition, installation or replacement of movable plant, machinery, apparatus, vehicles and vessels.

Examples of items to be classified as capital expenditure include:

1. all land purchases for future buildings and roads, footpaths etc.
2. all construction of new buildings and extensions including (a) fixed plant and equipment, and (b) landscaping.
3. professional fees; architects, quantity surveyors, structural engineers, highways engineers, legal and other specialist services fees either internal or external incurred on the above, where these contribute directly to bringing an asset into working condition for its intended use.
4. internal charges to be supported by suitable evidence by reports from a time recording system.
5. monitoring of (a) client responsibilities under the 1994 construction, design and management regulations and (b) Health & Safety regulations.
6. all alterations and improvements to property, roads, canals, bridges, footpaths (including tree planting).
7. improvement works and structural repairs that lengthen substantially the life of an asset or increases its market value.
8. feasibility studies leading to the provision of an asset.
9. forward design fees incurred on the approved programme.
10. the purchase of all additional new, used and replacement vehicles (but not leased assets). The replacement of vehicles should be financed from renewal reserves (but still charged to capital at source).

11. grants to other bodies for expenditure to be incurred by those bodies on any of the above items.
12. purchase of new and replacement equipment and machinery, including I.T. hardware.
13. the purchase of software (intangible asset) but not the cost of training of users.
14. staff time, advertising, auction fees and conveyancing costs of preparing for the sale of assets and associated accommodation works (e.g. fencing).

All expenditure on the above shall be charged to the capital accounts irrespective of the financing of that expenditure, e.g. the capital programme should show the gross cost of a project with contributions from other parties being separately disclosed.

**The following transactions will not be Capital:**

- (a) A de-minimis limit of £10,000 for individual items shall apply. This should also apply to individual items within a block allocation within the capital programme. A de-minimus limit of £2,500 for individual items for schools devolved formula capital grant shall apply.

The purchase of single items below these limits should be charged to revenue. e.g. Pc's and printers although in certain circumstances exemptions may apply, for example, the need to comply with grant conditions.

All such exemptions need to be agreed with Corporate Finance

- (b) Staff time involved in preparation, monitoring and reporting on the capital programme
- (c) Client-side costs of project specification and project management
- (d) Consumable items e.g. books, initial stocking of new offices and schools
- (e) Routine repair and maintenance
- (f) Hire of alternative accommodation
- (g) Costs of scoping potential sites or assets
- (h) Relocation costs – costs of physically relocating staff, equipment, documents etc
- (i) Training costs
- (j) Site security

LEICESTERSHIRE COUNTY COUNCIL  
2023 MEDIUM TERM FINANCIAL STRATEGY

## SUMMARY OF ESTIMATED CAPITAL RESOURCES 2023-27

	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
<u>Grants</u>					
DfE : Basic Need	14,256	3,136	1,000	1,000	19,392
DfE : School Condition Allocation	2,000	2,000	2,000	2,000	8,000
DfE : Devolved Formula Capital	500	500	500	500	2,000
DfE : Free SEMH Free School	0	8,000			8,000
DfE : High Needs Provision Capital Allocation	8,900				8,900
DfE : Children's Home Capital Programme	1,043				1,043
DLUHC : Disabled Facilities Grant (DFG)	4,447	4,447	4,447	4,447	17,788
DfT : TIIF Maintenance	7,891	7,891	7,891	7,891	31,564
DfT : TIIF Incentive Fund	1,973	1,973	1,973	1,973	7,892
DfT : TIIF Integrated Transport Block	2,750	2,750	2,750	2,750	11,000
DfT : TIIF Pothole Money	7,891	7,891	7,891	7,891	31,564
DfT : MMDR funding	43,919	5,553			49,472
LLEP : MMDR funding	4,000				4,000
DLUHC : MMDR South - HIF funding bid	4,213	12,442			16,655
Forestry Commission Grant - Tree Planting	47				47
	<b>103,830</b>	<b>56,583</b>	<b>28,452</b>	<b>28,452</b>	<b>217,317</b>
<u>External Contributions</u>					
Education - Section 106 funding for schools	16,389	9,013	10,187	5,507	41,096
Transport - Hinckley Hub NPIF S.106	184				184
Transport - various S.106	267				267
Environment - Waste Sites S.106 funded schemes	12	57	33	279	381
Transport - Flood Alleviation contribution	701				701
Transport - MMDR S.106 estimates	281	3,813	1,872	1,753	7,719
	<b>17,834</b>	<b>12,883</b>	<b>12,092</b>	<b>7,539</b>	<b>50,348</b>
<u>Capital RIA</u>					
					0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<u>Capital Contributions Unapplied</u>					
C&FS - funding from CCU	0	0	2,000		2,000
	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>2,000</b>
<u>Capital Receipts</u>					
General Capital Receipts	1,901	13,456	1,000	1,000	17,357
Earmarked Capital Receipts - C&FS	2,950				2,950
	<b>4,851</b>	<b>13,456</b>	<b>1,000</b>	<b>1,000</b>	<b>20,307</b>
<u>Revenue and Reserves</u>					
E&T - LLITM	1,250	450			1,700
E&T Plant reserve	100	150	100	100	450
E&T Reed Bed reserve	200				200
E&T - Ashby Canal reserve	40	40	40	40	160
E&T - Maintenance Growth Revenue MTFS	1,392				1,392
General - Capital Financing Reserve	-2,282	91,909	1,180	1,200	92,007
	<b>700</b>	<b>92,549</b>	<b>1,320</b>	<b>1,340</b>	<b>95,909</b>
<b>Total sources of funding</b>	<b>127,215</b>	<b>175,471</b>	<b>44,864</b>	<b>38,331</b>	<b>385,881</b>
<b>Capital Programme (pages 30 to 35)</b>	<b>127,215</b>	<b>196,458</b>	<b>104,953</b>	<b>81,055</b>	<b>509,681</b>
<b>Difference - Shortfall (Borrowing Required)</b>	<b>0</b>	<b>20,987</b>	<b>60,089</b>	<b>42,724</b>	<b>123,800</b>

LEICESTERSHIRE COUNTY COUNCIL  
2023 MEDIUM TERM FINANCIAL STRATEGY

## CHILDREN & FAMILY SERVICES - CAPITAL PROGRAMME 2023-27

Estimated Completion Date	Gross Cost of Project £000		2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
		<b>MAIN GRANT FUNDED PROGRAMME</b>					
Mar-27	65,831	<b>Provision of Additional School Places</b>	<b>24,243</b>	<b>22,393</b>	<b>12,688</b>	<b>6,507</b>	<b>65,831</b>
		<b>SEND Programme</b>					
Mar-25	8,000	SEMHS Special School - Free School	0	8,000			8,000
Mar-26	18,472	Expansion of Special Schools	4,572	12,650	1,250		18,472
		<b>Sub-total - SEND Programme</b>	<b>4,572</b>	<b>20,650</b>	<b>1,250</b>	<b>0</b>	<b>26,472</b>
Mar-27	8,000	Strategic Capital Maintenance	2,000	2,000	2,000	2,000	8,000
Mar-27	2,000	Schools Devolved Formula Capital	500	500	500	500	2,000
Mar-25	400	Schools Access / Security	200	200			400
Mar-24	5,690	Children's Residential Homes	1,502				1,502
		<b>Other Capital</b>	<b>4,202</b>	<b>2,700</b>	<b>2,500</b>	<b>2,500</b>	<b>11,902</b>
		<b>Overall Total</b>	<b>33,017</b>	<b>45,743</b>	<b>16,438</b>	<b>9,007</b>	<b>104,205</b>

**Future Developments - subject to further detail and approved business cases**  
Additional School Infrastructure arising from Housing Developments

LEICESTERSHIRE COUNTY COUNCIL  
2023 MEDIUM TERM FINANCIAL STRATEGY

## ADULTS & COMMUNITIES - CAPITAL PROGRAMME 2023-27

Estimated Completion Date	Gross Cost of Project £000		2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Mar-27	17,788	Disabled Facilities Grant (DFG)	4,447	4,447	4,447	4,447	17,788
			<b>4,447</b>	<b>4,447</b>	<b>4,447</b>	<b>4,447</b>	<b>17,788</b>
Mar-25	10,000	<u>Social Care Investment Plan (SCIP):</u> SCIP - Additional Schemes to be confirmed - balance	1,000	1,500	955		3,455
		Sub-Total SCIP	<b>1,000</b>	<b>1,500</b>	<b>955</b>	<b>0</b>	<b>3,455</b>
		Total A&C	<b>5,447</b>	<b>5,947</b>	<b>5,402</b>	<b>4,447</b>	<b>21,243</b>

**Future Developments - subject to further detail and approved business cases**

Records Office  
Heritage and Learning Collections Hub  
Adult Accommodation Strategy (Social Care Investment Plan)  
Digital for A&C

LEICESTERSHIRE COUNTY COUNCIL  
2023 MEDIUM TERM FINANCIAL STRATEGY

## ENVIRONMENT & TRANSPORT - CAPITAL PROGRAMME 2023-27

Estimated Completion Date	Gross Cost of Project £000		2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
		<u>Major Schemes</u>					
Mar-26	116,110	Melton Distributor Road - North and East Sections (Subject to Cabinet Approval)	39,110	49,874	11,182		100,166
Mar-26	37,500	Melton Distributor Road - Southern Section (Subject to Cabinet Approval)	1,803	27,446	4,663		33,912
Mar-25	12,430	Zouch Bridge Replacement - Construction and Enabling Works (Subject to funding bid)	1,000	9,360			10,360
Mar-27	13,164	County Council Vehicle Replacement Programme	3,000	3,697	3,357	3,110	13,164
Mar-27	12,203	Advance Design / Match Funding	2,608	3,021	3,832	2,743	12,204
Mar-24	5,430	A511/A50 Major Road Network - Advanced design (S106)	2,429				2,429
Mar-26	9,960	Melton Depot - Replacement	648	2,127	6,968		9,743
Mar-25	2,230	Leicester and Leicestershire Integrated Transport Model - Refresh	1,250	450			1,700
			<b>51,848</b>	<b>95,975</b>	<b>30,002</b>	<b>5,853</b>	<b>183,678</b>
Mar-27	44,269	<u>Transport Asset Management</u>	0	14,531	13,127	16,611	44,269
Mar-24	2,656	Capital Schemes and Design	2,656				2,656
Mar-24	1,084	Bridges	1,084				1,084
Mar-24	305	Flood Alleviation- Environmental works	305				305
Mar-24	1,456	Street Lighting	1,456				1,456
Mar-24	438	Traffic Signal Renewal	438				438
Mar-24	4,075	Preventative Maintenance - (Surface Dressing)	4,075				4,075
Mar-24	9,066	Restorative (Patching)	9,066				9,066
Mar-24	21	Public rights of way maintenance	21				21
Mar-24	159	Network Performance & Reliability	75	28	28	28	159
Mar-27	450	Plant renewals	100	150	100	100	450
Mar-24	701	Property Flood Risk Alleviation	701				701
Mar-25	5,830	Hinckley Hub (Hawley Road) - National Productivity Investment Fund	351	300			651
Mar-27	1,866	Safety Schemes (amendment approved at CC on 22/2/23)	1,216	250	250	250	1,966
Mar-25	770	Highways Depot Improvements - subject to business case	370	400			770
Mar-24	267	Externally Funded Schemes	267				267
			<b>22,181</b>	<b>15,659</b>	<b>13,505</b>	<b>16,989</b>	<b>68,334</b>

LEICESTERSHIRE COUNTY COUNCIL  
2023 MEDIUM TERM FINANCIAL STRATEGY

## ENVIRONMENT & TRANSPORT - CAPITAL PROGRAMME 2023-27 (continued)

Estimated Completion Date	Gross Cost of Project £000		2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
		<u>Environment &amp; Waste</u>					
Mar-24	8,600	Waste Transfer Station Development (Commitments b/f)	569				569
Mar-27	3,510	Recycling Household Waste Sites - General Improvements	232	1,160	250	250	1,892
Mar-25	360	Recycling Household Waste Sites - Lighting	91	195			286
Mar-24	540	Mobile Plant	150				150
Mar-24	650	Ashby Canal Reed Bed	650				650
Mar-27	580	Ashby Canal	40	40	40	40	160
Mar-27	381	Recycling Household Waste Sites - S.106 funded schemes	12	57	33	279	381
			<b>1,744</b>	<b>1,452</b>	<b>323</b>	<b>569</b>	<b>4,088</b>
		<b>Total E&amp;T</b>	<b>75,773</b>	<b>113,086</b>	<b>43,830</b>	<b>23,411</b>	<b>256,100</b>

New Melton RHWS  
Additional bid development/match funding  
Windrow Composting Facility  
Compaction equipment  
Green vehicle fleet (update/ strategy needed)  
DIY Waste Equipment

## CHIEF EXECUTIVES - CAPITAL PROGRAMME 2023-27

Estimated Completion Date	Gross Cost of Project £000		2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Mar-25	200	Legal - Case Management System - subject to business case	100	100			200
		<b>Total Chief Executives</b>	<b>100</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>200</b>

**Future Developments - subject to further detail and approved business cases**  
Legal - Commons and Village Green Register

LEICESTERSHIRE COUNTY COUNCIL  
2023 MEDIUM TERM FINANCIAL STRATEGY

## CORPORATE RESOURCES - CAPITAL PROGRAMME 2023-27

Estimated Completion Date	Gross Cost of Project £000		2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
		<u>ICT</u>					
Mar-26	900	Network Equipment	0	100	600		700
Mar-26	240	Replacement of IT Service Management toolset and User Portal	0	0	240		240
Mar-26	100	Remote Access Refresh	0	0	50		50
Mar-26	1,700	Hyper-Converged Infrastructure (HCI) Refresh/re-license	0	0	1,500		1,500
Mar-24	150	Wireless Access Points	150				150
Mar-27	80	Solaris Hardware Refresh	0	0	0	60	60
		Sub total ICT	<b>150</b>	<b>100</b>	<b>2,390</b>	<b>60</b>	<b>2,700</b>
		<u>Transformation Unit - Ways of Working</u>					
Mar-24	1,630	Workplace Strategy - Office Infrastructure	250				250
Mar-27	10,130	Workplace Strategy - End User Device (PC, laptop)	1,169	862	1,293	1,530	4,854
Mar-25	2,000	Workplace Strategy - property costs, dilapidations and refurbishments	210	400			610
		Sub total Transformation Unit	<b>1,629</b>	<b>1,262</b>	<b>1,293</b>	<b>1,530</b>	<b>5,714</b>
		<u>Property Services</u>					
Mar-24	440	County Hall Lift Replacement Scheme	176				176
Mar-24	50	Bosworth Battlefield Car Park Resurface	45				45
Mar-24	160	Library Replacement windows	155				155
Mar-24	110	Tree Planting Programme	47				47
		Sub total Property Services	<b>423</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>423</b>
		<u>Climate Change - Environmental Improvements</u>					
Mar-24	380	Electric Vehicle Car Charge Points	90				90
Mar-24	4,290	LCC Public Sector Decarbonisation Scheme	325				325
Mar-27	400	Energy initiatives	100	100	100	100	400
		Sub total Energy	<b>515</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>815</b>
		<b>Total Corporate Resources</b>	<b>2,717</b>	<b>1,462</b>	<b>3,783</b>	<b>1,690</b>	<b>9,652</b>

## CORPORATE RESOURCES - CAPITAL PROGRAMME 2023-27 (continued)

**Future Developments - subject to further detail and approved business cases**  
Major System Replacements, IAS, Mosaic, Capita One, STADS, PAMS, s106 system  
ICT Future Development - continual refresh of infrastructure  
Strategic Property Future Developments  
Snibston Ancient Monument - (SAM)  
County Hall MUGA surface replacement  
Country Parks Future Developments, including cafes, play areas and car parking  
Green energy and insulation initiatives

## CORPORATE - CAPITAL PROGRAMME 2023-27

Estimated Completion Date	Gross Cost of Project £000		2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
		<b>Investing In Leicestershire Programme (IILP)</b>					
Mar-25	8,400	Airfield Business Park - Phase 3-4	1,050	7,350			8,400
Mar-24	10,000	Quorn Solar Farm	6,249				6,249
Mar-25	2,750	M69 Junction 2 - SDA	0	170			170
Mar-24	2,900	Lutterworth Leaders Farm - Drive Thru Restaurants	262				262
Mar-25	5,000	Lutterworth East - Planning and Pre-Highway construction Works	2,100	1,500			3,600
Mar-27	37,000	New Investments - subject to Business Case	0	10,000	10,000	17,000	37,000
Mar-27	1,000	County Farms Estate - General Improvements	250	250	250	250	1,000
Mar-27	1,000	Industrial Properties Estate - General Improvements	250	250	250	250	1,000
		Sub total IILP	<b>10,161</b>	<b>19,520</b>	<b>10,500</b>	<b>17,500</b>	<b>57,681</b>
		<b>Future Developments</b>					
		Future service projects - subject to business cases	0	10,000	15,000	15,000	40,000
		Capital Programme Portfolio Risk	0	600	10,000	10,000	20,600
		Sub total Future Developments	<b>0</b>	<b>10,600</b>	<b>25,000</b>	<b>25,000</b>	<b>60,600</b>
		<b>Total Corporate Programme</b>	<b>10,161</b>	<b>30,120</b>	<b>35,500</b>	<b>42,500</b>	<b>118,281</b>

**Future Developments - subject to further detail and approved business cases**  
Sustainability / Invest to Save Schemes