

## 2021 MEDIUM TERM FINANCIAL STRATEGY

### Revenue Budget and Capital Programme

This booklet contains details of the revenue budget and capital programme for 2021/22 and provisional revenue budgets and capital programmes for 2022/23 to 2024/25.

The full MTFs, including financial strategies and policies, was approved by the County Council on 17 February 2021.

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LEICESTERSHIRE COUNTY COUNCIL  
2021 MEDIUM TERM FINANCIAL STRATEGY

**REVENUE BUDGET 2021/22**

	Gross Expenditure				Gross Income				NET TOTAL 2021/22 £
	Base including inflation £	Growth £	Savings £	Gross Expenditure £	Base including inflation £	Growth £	Savings £	Gross Income £	
<b>Spending</b>									
<b>Services :</b>									
Children & Family Services *	300,850,840	10,040,000	-3,750,000	307,140,840	-218,054,340			-218,054,340	89,086,500
Adults & Communities	252,194,770	3,470,000	-2,795,000	252,869,770	-100,837,950		-600,000	-101,437,950	151,431,820
Public Health	27,440,920	20,000	-5,000	27,455,920	-28,779,190			-28,779,190	-1,323,270
Environment & Transport	108,685,800	-800,000	-1,040,000	106,845,800	-25,461,300		-30,000	-25,491,300	81,354,500
Chief Executives	16,018,060	395,000	-180,000	16,233,060	-3,749,900		-25,000	-3,774,900	12,458,160
Corporate Resources	69,917,730	645,000	-880,000	69,682,730	-35,503,320		-90,000	-35,593,320	34,089,410
	<b>775,108,120</b>	<b>13,770,000</b>	<b>-8,650,000</b>	<b>780,228,120</b>	<b>-412,386,000</b>	<b>0</b>	<b>-745,000</b>	<b>-413,131,000</b>	<b>367,097,120</b>
Dedicated Schools Grant (Central Dept recharges)	-2,285,000			-2,285,000	0			0	-2,285,000
Other corporate growth & savings	-350,000			-350,000	0			0	-350,000
MTFS Risks contingency	8,000,000			8,000,000	0			0	8,000,000
Covid-19 budget	28,300,000			28,300,000	0			0	28,300,000
Contingency for inflation	12,550,000			12,550,000	0			0	12,550,000
	<b>821,323,120</b>	<b>13,770,000</b>	<b>-8,650,000</b>	<b>826,443,120</b>	<b>-412,386,000</b>	<b>0</b>	<b>-745,000</b>	<b>-413,131,000</b>	<b>413,312,120</b>
<b>Central Items:</b>									
Financing of capital	21,927,000			21,927,000	-2,927,000			-2,927,000	19,000,000
Revenue funding of capital	2,500,000			2,500,000	0			0	2,500,000
Central expenditure	3,714,000		0	3,714,000	-665,000			-665,000	3,049,000
Central grants and other income	0			0	-43,508,000			-43,508,000	-43,508,000
<b>Total Central Items</b>	<b>28,141,000</b>	<b>0</b>	<b>0</b>	<b>28,141,000</b>	<b>-47,100,000</b>	<b>0</b>	<b>0</b>	<b>-47,100,000</b>	<b>-18,959,000</b>
Contribution to budget equalisation earmarked fund	4,000,000			4,000,000	0			0	4,000,000
Contribution to General Fund	1,000,000			1,000,000	0			0	1,000,000
<b>Budget Requirement</b>	<b>854,464,120</b>	<b>13,770,000</b>	<b>-8,650,000</b>	<b>859,584,120</b>	<b>-459,486,000</b>	<b>0</b>	<b>-745,000</b>	<b>-460,231,000</b>	<b>399,353,120</b>
<b>Funding</b>									
Business Rates - Top Up									-40,346,350
Business Rates Baseline / retained									-24,181,070
S31 grants - Business Rates									-4,900,000
Council Tax Collection Fund net deficit / (surplus)									1,574,300
Council Tax Precept									-336,934,000
LCTS grant									-3,566,000
Provision for impact of Covid-19 on funding									9,000,000
<b>Total Funding</b>									<b>-399,353,120</b>
<b>Council Tax</b>									
Council Tax Base									238,827.79
Band D Council Tax									£1,410.78
Increase on 2020/21 (£1,343.73)									4.99%

\* C&FS updated for latest figures

**2021/22 - 2024/25 REVENUE BUDGET \***

	<b>TOTAL 2020/21</b>	Inflation/ Contingencies /Transfers	Growth	Savings	<b>TOTAL 2021/22</b>	Inflation/ Contingencies /Transfers	Growth	Savings	<b>TOTAL 2022/23</b>	Inflation/ Contingencies /Transfers	Growth	Savings	<b>TOTAL 2023/24</b>	Inflation/ Contingencies /Transfers	Growth	Savings	<b>TOTAL 2024/25</b>
	<b>£000</b>	£000	£000	£000	<b>£000</b>	£000	£000	£000	<b>£000</b>	£000	£000	£000	<b>£000</b>	£000	£000	£000	<b>£000</b>
<b>Spending</b>																	
<b>Services :</b>																	
Children & Family Services	80,914	1,882	10,040	-3,750	89,086		4,025	-3,500	89,611		4,705	-4,100	90,216		4,285	-4,650	89,851
Adults & Communities	143,083	8,274	3,470	-3,395	151,432		2,915	-2,190	152,157		2,980	-1,160	153,977		3,480	-1,310	156,147
Public Health **	-665	-673	20	-5	-1,323			-65	-1,388				-1,388				-1,388
Environment & Transport	80,677	2,548	-800	-1,070	81,355		1,100	-1,010	81,445		1,750	-610	82,585		2,300	-160	84,725
Chief Executives	11,805	463	395	-205	12,458		5	-25	12,438		5	-75	12,368		-230	-75	12,063
Corporate Resources	32,805	1,609	645	-970	34,089		135	-1,235	32,989		-100	-290	32,599			-40	32,559
<b>DSG (Central Dept recharges)</b>	<b>348,619</b>	<b>14,103</b>	<b>13,770</b>	<b>-9,395</b>	<b>367,097</b>	<b>0</b>	<b>8,180</b>	<b>-8,025</b>	<b>367,252</b>	<b>0</b>	<b>9,340</b>	<b>-6,235</b>	<b>370,357</b>	<b>0</b>	<b>9,835</b>	<b>-6,235</b>	<b>373,957</b>
Other corporate growth & savings	-2,285				-2,285				-2,285				-2,285				-2,285
MTFS Risks Contingency	-350				-350		6,770		6,420		5,660		12,080		5,165		17,245
Covid-19 Budget	4,000	4,000			8,000				8,000				8,000				8,000
Contingency for inflation/ Living Wage	0	28,300			28,300	-28,300			0				0				0
	16,300	-3,750			12,550	14,400			26,950	14,700			41,650	14,400			56,050
<b>Central Items:</b>	<b>366,284</b>	<b>42,653</b>	<b>13,770</b>	<b>-9,395</b>	<b>413,312</b>	<b>-13,900</b>	<b>14,950</b>	<b>-8,025</b>	<b>406,337</b>	<b>14,700</b>	<b>15,000</b>	<b>-6,235</b>	<b>429,802</b>	<b>14,400</b>	<b>15,000</b>	<b>-6,235</b>	<b>452,967</b>
Financing of capital	19,200	-200			19,000	1,000			20,000	3,000			23,000				23,000
Revenue funding of capital	23,900	-21,400			2,500	1,000			3,500	-2,000			1,500				1,500
Central expenditure	2,720	329		0	3,049	-600		-40	2,409	-100		-40	2,269	-100			2,169
Central grants and other income	-33,241	-10,267			-43,508	16,043			-27,465	1,145			-26,320				-26,320
<b>Total Spending</b>	<b>378,863</b>	<b>11,115</b>	<b>13,770</b>	<b>-9,395</b>	<b>394,353</b>	<b>3,543</b>	<b>14,950</b>	<b>-8,065</b>	<b>404,781</b>	<b>16,745</b>	<b>15,000</b>	<b>-6,275</b>	<b>430,251</b>	<b>14,300</b>	<b>15,000</b>	<b>-6,235</b>	<b>453,316</b>
Contributions to budget equalisation e/m fund	11,000				4,000				1,000				2,000				4,000
Contributions to General Fund	0				1,000				1,000				1,000				1,000
<b>Budget Requirement</b>	<b>389,863</b>				<b>399,353</b>				<b>406,781</b>				<b>433,251</b>				<b>458,316</b>
<b>Funding</b>																	
Business Rates - Top Up	-40,346				-40,346				-38,747				-37,371				-34,996
Business Rates Baseline/Retained	-23,920				-24,181				-21,304				-21,720				-22,090
S31 grants - Business Rates	-4,156				-4,900				-4,900				-4,990				-5,040
Council Tax Collection Fund net deficit /(surplus)	-2,091				1,574				1,000				1,000				0
Council Tax Precept	-319,350				-336,934				-348,790				-361,070				-373,780
LCTS Grant	0				-3,566				0				0				0
Provision for impact of Covid-19 on funding	0				9,000				6,000				1,000				1,000
<b>VARIANCE</b>	<b>0</b>				<b>0</b>				<b>0</b>				<b>10,100</b>				<b>23,410</b>
<i>Band D Council Tax</i>	<i>£1,343.73</i>				<i>£1,410.78</i>				<i>£1,438.86</i>				<i>£1,467.49</i>				<i>£1,496.70</i>
<i>Increase</i>	<i>3.99%</i>				<i>4.99%</i>				<i>1.99%</i>				<i>1.99%</i>				<i>1.99%</i>

\* provisional for 2022/23 and later years

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

## GROWTH

### CHILDREN & FAMILY SERVICES

#### **Demand & cost increases**

**	G1	Demographic growth- Social Care Placements	6,300	9,600	13,400	17,200
**	G2	Front-line social care staff - increased caseloads	3,030	3,685	4,520	4,935
**	G3	Social Care market premia to support recruitment	20	40	60	80
**	G4	Unaccompanied Asylum Seekers - additional demand	50	100	150	200
	G5	Continuation of School Place Planning team following funding reduction	240	240	240	240
	G6	Increased requirement for legal costs	400	400	400	400
		<b>TOTAL</b>	<b>10,040</b>	<b>14,065</b>	<b>18,770</b>	<b>23,055</b>

### ADULTS & COMMUNITIES

#### **Demand & cost increases**

**	G7	Older people - new entrants and increasing needs in community based services and residential admissions	2,070	3,810	5,770	8,010
**	G8	Learning Disabilities - new entrants including children transitions and people with complex needs	500	1,075	1,585	2,250
**	G9	Mental Health - new entrants in community based services and residential admissions	350	720	1,110	1,505
**	G10	Physical Disabilities - new entrants in community based services	280	510	630	810
		<b>Other increases</b>				
	G11	Market Premia - to recruit and retain key social workers	270	270	270	270
		<b>TOTAL</b>	<b>3,470</b>	<b>6,385</b>	<b>9,365</b>	<b>12,845</b>

### PUBLIC HEALTH

#### **Demand & cost increases**

*	G12	Integrated Sexual Health Service - increased testing	20	20	20	20
		<b>TOTAL</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>

### ENVIRONMENT & TRANSPORT

#### Highways & Transport

#### **Demand & cost increases**

**	G13	Special Educational Needs transport - increased client numbers/costs	2,000	3,200	5,000	7,300
*	G14	Developing external funding bids (temporary growth removed)	-200	-200	-200	-200
*		Highways Maintenance - other initiatives (temporary growth removed)				
	G15		-3,700	-3,700	-3,700	-3,700
		<b>Total</b>	<b>-1,900</b>	<b>-700</b>	<b>1,100</b>	<b>3,400</b>

#### Environment & Waste

#### **Demand & cost increases**

**	G16	Waste tonnage increases	1,100	1,000	1,000	1,000
**	G17	Contribution to Regional Waste Project (temporary growth removed)	0	0	-50	-50
		<b>Total</b>	<b>1,100</b>	<b>1,000</b>	<b>950</b>	<b>950</b>

#### **TOTAL E&T**

<b>-800</b>	<b>300</b>	<b>2,050</b>	<b>4,350</b>
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### CHIEF EXECUTIVES

#### **Demand & cost increases**

*	G18	Business Intelligence - support C&FS and E&T	75	75	75	75
	G19	Connectivity (Broadband) Team - core funding until 2023/24; sources of external funding to be explored.	220	225	230	0
	G20	Legal Services - additional capacity, reducing need for external solicitors etc.	100	100	100	100
		<b>TOTAL</b>	<b>395</b>	<b>400</b>	<b>405</b>	<b>175</b>

## GROWTH

		2021/22	2022/23	2023/24	2024/25	
		£000	£000	£000	£000	
<b><u>CORPORATE RESOURCES</u></b>						
<b><u>Demand &amp; cost increases</u></b>						
*	G21	Customer Service Centre - support service levels (temporary growth removed)	-100	-200	-300	-300
	G22	County Hall Catering (lower occupancy)	50	0	0	0
	G23	ICT license subscriptions and support costs	400	685	685	685
	G24	Digital team to continue beyond March 2021, enabling authority-wide savings and cost avoidance	295	295	295	295
		<b>TOTAL</b>	<b>645</b>	<b>780</b>	<b>680</b>	<b>680</b>
<b><u>CORPORATE GROWTH</u></b>						
**	G25	Growth contingency	0	6,770	12,430	17,595
		<b>TOTAL</b>	<b>0</b>	<b>6,770</b>	<b>12,430</b>	<b>17,595</b>
		<b>TOTAL GROWTH</b>	<b>13,770</b>	<b>28,720</b>	<b>43,720</b>	<b>58,720</b>
		<i>Overall net additional growth</i>		14,950	15,000	15,000

\* items unchanged from previous Medium Term Financial Strategy

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

## 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

			2021/22	2022/23	2023/24	2024/25	
			£000	£000	£000	£000	
<b><u>CHILDREN &amp; FAMILY SERVICES</u></b>							
<b><u>Defining CFS For the Future Programme</u></b>							
CF1	Eff	Pathways workstream - Focus on prevention, drift and duration of interventions across all pathways	-1,200	-2,100	-3,600	-4,800	
CF2	Eff	Settings workstream - Reduced care placement costs through growth of in-house capacity & supported lodgings and a review of placements	-900	-2,900	-5,100	-8,100	
CF3	Eff	Disabled Children's Service Enablement Workstream	-100	-300	-300	-300	
		<i>Total Defining CFS For the Future Programme</i>	<i>-2,200</i>	<i>-5,300</i>	<i>-9,000</i>	<i>-13,200</i>	
CF4	Eff	Children's Innovation Partnership -Assessment & Resource Team, Hub and Residential re-design	-50	-200	-350	-500	
CF5	Eff	Departmental efficiency savings	-1,500	-1,750	-2,000	-2,300	
		<b>TOTAL</b>	<b>-3,750</b>	<b>-7,250</b>	<b>-11,350</b>	<b>-16,000</b>	
<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	Social Care Investment Plan - reduced cost of care	-25	-25	-25	-275
**	AC3	Inc	Additional BCF/Health income	-500	-500	-500	-500
**	AC4	Eff	Implementation of Target Operating Model (TOM)	-2,000	-2,500	-3,000	-3,000
**	AC5	Eff	Implementation of digital assistive technology to service users	-250	-750	-1,100	-2,000
**	AC6	Eff	Review of high cost placements (working age adults)	-50	-150	-300	-300
	AC7	Eff	Establishment Review following implementation of TOM programme	-400	-600	-600	-600
	AC8	Eff	Digital Self Serve financial assessments	0	-100	-100	-100
	AC9	Eff	Review of Mental Health pathway and placements	0	-500	-500	-500
	AC10	Eff	Review of Transitions placements	0	-120	-180	-240
		<b>Total ASC</b>	<b>-3,325</b>	<b>-5,445</b>	<b>-6,605</b>	<b>-7,915</b>	
<b><u>Communities and Wellbeing</u></b>							
**	AC11	Eff/SR	Implementation of revised service for communities and wellbeing	-70	-140	-140	-140
		<b>Total C&amp;W</b>	<b>-70</b>	<b>-140</b>	<b>-140</b>	<b>-140</b>	
		<b>TOTAL A&amp;C</b>	<b>-3,395</b>	<b>-5,585</b>	<b>-6,745</b>	<b>-8,055</b>	
<b><u>PUBLIC HEALTH</u></b>							
**	PH1	Eff/SR	Early Help & Prevention Review - review of externally commissioned prevention services	-5	-70	-70	-70
		<b>TOTAL</b>	<b>-5</b>	<b>-70</b>	<b>-70</b>	<b>-70</b>	
<b><u>ENVIRONMENT &amp; TRANSPORT</u></b>							
<b><u>Highways &amp; Transport</u></b>							
*	ET1	SR	Revise Passenger Transport Policy - reprofiled	0	-60	-60	-60
**	ET2	Eff/SR	Implement Review of Social Care and SEN Transport (Phase 2)	0	-240	-240	-240
	ET3	Eff	Temporary Traffic Management	-190	-205	-205	-205
	ET4	Eff/Inc	Street Lighting - design services to developers and installation of street lighting on their behalf, and removal of vacant posts	-60	-90	-120	-130
	ET5	Eff/Inc	E&T Continuous Improvement Programme - review of processes and potential income across a range of services	-175	-450	-590	-600
	ET6	Eff	Fleet review	-35	-35	-35	-35
	ET7	Eff	Winter salt procurement	-20	-20	-20	-20
		<b>Total</b>	<b>-480</b>	<b>-1,100</b>	<b>-1,270</b>	<b>-1,290</b>	

## SAVINGS

		<b><u>Environment &amp; Waste</u></b>					
**	ET8	Eff/Inc	Recycling & Household Waste Sites service approach	0	-30	-80	-190
**	ET9	Inc	Trade Waste income	-30	-60	-90	-120
**	ET10	Eff	Future residual waste strategy- reduced disposal costs	-160	-460	-820	-820
	ET11	Eff	Procurement savings from contract renewals	-400	-430	-430	-430
			<b>Total</b>	<b>-590</b>	<b>-980</b>	<b>-1,420</b>	<b>-1,560</b>
			<b>TOTAL E&amp;T</b>	<b>-1,070</b>	<b>-2,080</b>	<b>-2,690</b>	<b>-2,850</b>
		<b><u>CHIEF EXECUTIVE</u></b>					
	CE1	Eff	Business Support review	-50	-50	-50	-50
	CE2	SR/Eff	Staffing (vacancy control and agency reduction)	-100	-100	-150	-200
	CE3	SR	Paperless meetings	-30	-30	-30	-30
	CE4	Inc	Planning, Historic and Natural Environment - fee income	-25	-50	-75	-100
			<b>TOTAL</b>	<b>-205</b>	<b>-230</b>	<b>-305</b>	<b>-380</b>
		<b><u>CORPORATE RESOURCES</u></b>					
**	CR1	Eff	Workplace Strategy- optimising building/office use	-315	-575	-670	-670
**	CR2	Eff/Inc	Increasing Commercial Services contribution	0	-315	-430	-470
*	CR3	Eff	Environment improvements - energy & water	-50	-100	-100	-100
*	CR4	Inc	Environment improvements - Score + energy efficiency scheme	-50	-50	-50	-50
*	CR5	Eff	Returns from Corporate Asset Investment Fund	0	-570	-570	-570
**	CR6	Inc	Place to Live - Accommodation income	-40	-80	-160	-160
	CR7	Eff	Business Support -efficiencies from Records Hub and indexing system	-80	-80	-80	-80
	CR8	Eff	Strategic Property restructure	-300	-300	-300	-300
	CR9	Eff	Departmental Management Team restructure	-135	-135	-135	-135
			<b>TOTAL</b>	<b>-970</b>	<b>-2,205</b>	<b>-2,495</b>	<b>-2,535</b>
		<b><u>CENTRAL ITEMS</u></b>					
**	C11	Inc	Growth in ESPO income	0	-40	-80	-80
			<b>TOTAL</b>	<b>0</b>	<b>-40</b>	<b>-80</b>	<b>-80</b>
			<b>TOTAL SAVINGS including additional income</b>	<b>-9,395</b>	<b>-17,460</b>	<b>-23,735</b>	<b>-29,970</b>
			<b>MTFS net shortfall - savings required</b>	<b>0</b>	<b>0</b>	<b>-10,100</b>	<b>-23,410</b>
			<b>TOTAL SAVINGS REQUIRED - EXCLUDING DSG</b>	<b>-9,395</b>	<b>-17,460</b>	<b>-33,835</b>	<b>-53,380</b>
		<b><u>Dedicated Schools Grant - Deficit reduction activity</u></b>					
		<b><u>High Needs Development Plan</u></b>					
			Funding changes	0	-6,545	-4,545	-4,545
			Demand reduction initiatives	-4,450	-5,075	-5,575	-5,575
			Benefit of local provision & practice improvements	-6,710	-11,015	-14,185	-15,695
			<b>TOTAL</b>	<b>-11,160</b>	<b>-22,635</b>	<b>-24,305</b>	<b>-25,815</b>
			<b>TOTAL SAVINGS REQUIRED - INCLUDING DSG</b>	<b>-20,555</b>	<b>-40,095</b>	<b>-58,140</b>	<b>-79,195</b>

## **Savings Under Development**

This appendix lists 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.

### **Social Care Improvement Programme**

The most significant cost in Children's and Adults' Social Care is for residential placements. A programme of work has commenced to co-ordinate the Council's Accommodation Strategies, the plans for capital investment and savings related to developing alternative accommodation options. Whilst some investment and the associated benefits have been included in the MTFS there are further potential opportunities. As further schemes are developed they will be included in future MTFSs.

### **Public Health**

#### **Service offer to schools**

There are several current services that are delivered to schools including young person's physical activity and various specialist training elements. The department is exploring the option of moving these to a traded service model.

#### **0-19 Healthy Child Programme**

Work is underway to look at this contract to see if there are opportunities to more closely align this to the work happening in the Defining CFS For the Future Programme as well as a review of the options for the next procurement of the contract in April 2022.

#### **GP Health Checks**

The Transformation Unit is supporting the Department to identify opportunities for further savings and efficiencies through the Productivity and Efficiency Programme for GP Health Checks.

### **Environment & Transport**

#### **SEND Transport**

An initial review has been undertaken of the processes involved in the delivery of transport for pupils with SEND, including links with the Defining CFS for the Future Programme. Based on this work there is an expectation that savings can be made from more efficient service delivery particularly in relation to use of vehicles, contracts and route optimisation.

#### **Alternative Fleet**

Currently pupils with SEND that have very complex needs are predominately transported by external taxi operators. The internal fleet which is made up of minibuses generally provides transport to those with less complex needs and for



higher capacities. This project is to see if those with complex needs which are high cost contracts could be delivered by the internal fleet instead of the external market. This would be achieved by adding MPVs to the fleet to deliver these contracts. An initial pilot project had started at Oakfield school. Next steps are to revisit the original business case in light of this trial.

### Low Level Street Lighting Energy Savings

To date the 'dimming and trimming' to further reduce street lighting energy use has only considered the high-level (7 metre plus) street lights and the part-night lit low-level residential street lights. Further savings in carbon dioxide and energy can be achieved by looking at the all-night lit low-level street lights. There are c16,000 low-level street lights in the county (23% of total).

### Planning Pre-application Charges and Planning Performance Agreements (PPAs)

Work to develop a schedule of planning pre-application charges has been undertaken, and any charges will be considered for implementation in line with any corporate approach to pre-application charges for those applications where LCC is the planning authority. The department already uses PPAs for bigger housing developments and it is proposed that the use of these agreements could be widened to generate additional income.

### Further Highway Services Changes

This would include consideration of the case for reduction in the level of urban grass cutting. At present we cut 6 times per season. However, much of this cutting is for aesthetic rather than safety reasons. A change in the public's attitudes for maintenance of natural wildlife habitats and wildflowers offers the potential for the cut frequency to be reduced.

### Future Waste Transfer Station and Trade Waste Commercial work

LCC operate a Waste Transfer Station (WTS) at Loughborough RHWS. With the insourcing of Whetstone RHWS and WTS planned for 1st April 2021, and the construction of Bardon WTS planned for completion in April 2022 there is an opportunity to look at maximising these assets in terms of opportunities for income generation.

### Impact of Defra Resources & Waste Strategy

Defra published their national Resources & Waste Strategy in December 2018. Consultations are now taking place on a number of the policy statements and initiatives proposed for implementation from 2023, some of which may have a positive impact in terms of reducing waste tonnages local authorities have to manage, or increasing income relating to disposing of those materials.

### E&T Training & Development Board Initiatives

Reviewing the balance between the use of consultants and internal staff, either through new recruitment or skills development. There may also be potential to trade

more of our services to generate income or to fund additional posts to support areas where we have single points of failure.

## **Chief Executive**

### **Legal Case Management**

An external review is being commissioned looking at case management processes and the potential to exploit digitalisation identify efficiencies in how the service operates

### **Economic Development**

A structural review looking at what benefits can be created by bringing together the Growth Unit, Economic Growth team and Broadband team.

## **Corporate Resources**

### **Department review**

Following the Departmental Management Team restructure a further review will be undertaken looking at structures across the department for synergies and improvements.

### **Insurance review**

Evaluation of the current external insurance coverage and policy limits.

### **Increased automation within Customer Service Centre**

Process improvement, automation and digitisation will lead not only to an improved customer experience but also provide savings opportunities from improved productivity, reduction in handling and errors as well as a greater use of self service.

### **Review of vacant properties**

An assessment of the County Council's existing portfolio of vacant properties against the Workplace Strategy will be completed, with potential one-off savings arising from the sale of properties and/or land or on-going savings arising from development and lease opportunities.

### **ESPO contribution increase**

ESPO have developed plans to grow their existing business, with a particular focus on growth outside of their current base. Successful delivery of the plan will increase the dividend received from the County Council's (partial) ownership.

### **Amalgamation of transactional activity**

There are several areas of similar and/or linked transactional activity, for example Finance, both within the department and across the County Council. This offers the potential for centralisation of transactional functions across the County Council is to be investigated to identify service improvements through standardisation and efficiency opportunities through increased use of automation including robotics.

## Corporate Asset Investment Fund (CAIF)

The Capital programme allows for additional investment in CAIF. The benefits of making these investments will not only be to the local economy, but also generate additional ongoing revenue stream (for example as rental income from farms or industrial units) or future capital receipts in excess of what is required for the initial investment.

This potential additional income is over and above what is already included in the MTFS. The majority of investment is expected to come from the development of sites, which is a more uncertain undertaking. Hence, they are still included as a Savings Under Development. Income will be included in the MTFS when investments returns have a good degree of certainty.

## Digital Initiatives

Growth has been included in the MTFS for an Incubation team providing more efficient and effective Council services, empowering people and introducing digital ways of working through easier to use, customer focused and joined up services across the County Council and with partners.

The team has received temporary funding to date and the extension of this funding beyond March 2021 will enable further authority-wide savings and cost avoidance initiatives to be developed.

## SPECIFIC GOVERNMENT GRANTS (REVENUE)

	<b>2021-22 Budget £000</b>
<b>Children &amp; Family Services</b>	
Dedicated Schools Grant (provisional)	577,659
Less DSG transferred to Academies	-378,867
	<u>198,792</u>
Pupil Premium (estimated)	5,160
Universal Infant Free School Meals (estimated)	2,691
EFA Sixth Forms and High Needs (estimated)	422
PE and Sports Grant (estimated)	1,524
Asylum Seekers (estimated)	1,000
Troubled Families	1,050
Youth Justice Good Practice	466
School Improvement Monitoring and Brokering Grant (estimated)	335
Fostering Staying Put (estimated)	140
Virtual School	95
Early Years Disability Access Grant (estimated)	104
Year 7 Catch Up (estimated)	60
Covid School Catch Up Premium (Final 5/12ths)	680
Total	<u>212,519</u>
<b>Adults &amp; Communities</b>	
Improved Better Care Fund - Spring Budget 2017/Winter Pressures	3,500
Skills Funding Agency (estimated)	4,147
Education Funding Agency (estimated)	75
Former ILF Recipient Grant	1,162
Community Voices (estimated)	49
War Pension Disregard Grant (estimated)	106
Social Care in Prisons (estimated)	108
Total	<u>9,147</u>
<b>Public Health</b>	<u>25,515</u>
<b>Environment &amp; Transport</b>	
Active Travel Fund	229
Bus Service Operator Grant (estimated)	535
DfE Extended Rights Grant	635
Lead Local Flood	43
Bikeability Cycling	128
Total	<u>1,570</u>
<b>Chief Executive</b>	
Local Reform & Community Voices (estimated)	300
Total	<u>300</u>
<b>Corporate Resources</b>	
Music Education Hub Grant	1,455
Children's Assessed and Supported Year in Employment	35
	<u>1,490</u>
<b>Central Items</b>	
New Homes Bonus Grant	2,621
Adult Social Care - Winter Pressures Grant	1,413
Improved Better Care Grant	11,353
Spring Budget - additional iBCF	904
Social Care Grant	14,167
Covid-19 General Grant	11,750
Total	<u>42,208</u>
<b>TOTAL</b>	<u><u>292,749</u></u>

## CHILDREN & FAMILY SERVICES DEPARTMENT

### REVENUE BUDGET 2021/22

Net Budget 2020/21		Employees	Running Expenses	Internal Income	Gross Budget	External Income	Net Budget 2021/22	Schools	Early Years	High Needs	Dedicated Schools Grant	LA Block
£		£	£	£	£	£	£					
<b>1,410,480</b>	<b>C&amp;FS Directorate</b>	<b>1,366,350</b>	<b>82,130</b>	<b>0</b>	<b>1,448,480</b>	<b>-38,000</b>	<b>1,410,480</b>	<b>18,500</b>	<b>44,230</b>	<b>153,950</b>	<b>216,680</b>	<b>1,193,800</b>
2,079,660	C&FS Safeguarding	2,217,580	176,960	-44,880	2,349,660	-150,000	2,199,660	0	0	0	0	2,199,660
137,930	LSCB	303,590	143,100	-56,240	390,450	-252,520	137,930	0	0	0	0	137,930
<b>2,217,590</b>	<b>Safeguarding, Improvement &amp; QA</b>	<b>2,521,170</b>	<b>320,060</b>	<b>-101,120</b>	<b>2,740,110</b>	<b>-402,520</b>	<b>2,337,590</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,337,590</b>
1,445,740	Asylum Seekers	366,180	2,129,560	0	2,495,740	-1,000,000	1,495,740	0	0	0	0	1,495,740
4,145,380	C&FS Fostering & Adoption	4,384,280	699,900	0	5,084,180	-488,800	4,595,380	0	0	0	0	4,595,380
32,599,490	C&FS Operational Placements	86,540	39,217,950	0	39,304,490	-405,000	38,899,490	0	0	0	0	38,899,490
2,963,640	Children in Care Service	2,727,050	536,590	0	3,263,640	-40,000	3,223,640	0	0	0	0	3,223,640
594,710	Education of Children in Care	727,080	1,254,450	-348,500	1,633,030	-1,103,320	529,710	0	0	0	0	529,710
<b>41,748,960</b>	<b>Total Children in Care</b>	<b>8,291,130</b>	<b>43,838,450</b>	<b>-348,500</b>	<b>51,781,080</b>	<b>-3,037,120</b>	<b>48,743,960</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>48,743,960</b>
12,146,840	Fieldwork locality Teams	12,841,490	699,350	0	13,540,840	-29,000	13,511,840	0	0	0	0	13,511,840
1,132,920	Social Care Legal costs	0	1,532,920	0	1,532,920	0	1,532,920	0	0	0	0	1,532,920
<b>13,279,760</b>	<b>Field Social Work</b>	<b>12,841,490</b>	<b>2,232,270</b>	<b>0</b>	<b>15,073,760</b>	<b>-29,000</b>	<b>15,044,760</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,044,760</b>
<b>342,300</b>	<b>Practice Excellence Team</b>	<b>324,930</b>	<b>53,370</b>	<b>0</b>	<b>378,300</b>	<b>-36,000</b>	<b>342,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>342,300</b>
<b>57,588,610</b>	<b>TOTAL CHILDRENS SOCIAL CARE</b>	<b>23,978,720</b>	<b>46,444,150</b>	<b>-449,620</b>	<b>69,973,250</b>	<b>-3,504,640</b>	<b>66,468,610</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>66,468,610</b>
<b>9,157,790</b>	<b>Children &amp; Families Wellbeing Service</b>	<b>10,063,320</b>	<b>2,675,000</b>	<b>-1,837,680</b>	<b>10,900,640</b>	<b>-2,622,850</b>	<b>8,277,790</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,277,790</b>
<b>1,352,200</b>	<b>Education Sufficiency</b>	<b>1,169,520</b>	<b>34,050</b>	<b>-108,170</b>	<b>1,095,400</b>	<b>-260,200</b>	<b>835,200</b>	<b>391,500</b>	<b>0</b>	<b>0</b>	<b>391,500</b>	<b>443,700</b>
36,236,560	C&FS 0-5 Learning	2,403,300	35,247,520	0	37,650,820	-533,220	37,117,600	0	35,536,870	1,246,880	36,783,750	333,850
263,610	C&FS 5-19 Learning	476,560	357,060	-73,530	760,090	-468,160	291,930	252,070	0	0	252,070	39,860
3,569,000	Inclusion	1,027,600	2,741,400	0	3,769,000	-150,000	3,619,000	0	0	2,672,060	2,672,060	946,940
73,760	Governor Development Services	178,360	94,900	-76,500	196,760	-123,000	73,760	0	0	0	0	73,760
1,298,150	Pupil Referral Unit	0	1,298,140	-26,900	1,271,240	0	1,271,240	0	0	1,064,740	1,064,740	206,500
<b>41,441,080</b>	<b>Total Education Quality &amp; Inclusion</b>	<b>4,085,820</b>	<b>39,739,020</b>	<b>-176,930</b>	<b>43,647,910</b>	<b>-1,274,380</b>	<b>42,373,530</b>	<b>252,070</b>	<b>35,536,870</b>	<b>4,983,680</b>	<b>40,772,620</b>	<b>1,600,910</b>
75,903,760	C&FS SEN	1,531,130	83,483,700	-4,082,610	80,932,220	-265,880	80,666,340	0	0	79,491,970	79,491,970	1,174,370
2,423,670	C&FS Specialist Services to Vulnerable Groups	2,274,140	325,630	0	2,599,770	-176,100	2,423,670	0	0	2,423,670	2,423,670	0
1,143,430	C&FS Psychology Service	1,511,440	76,500	-429,640	1,158,300	-14,870	1,143,430	0	0	0	0	1,143,430
4,347,140	C&FS Disabled Children Service	3,147,840	1,200,300	0	4,348,140	-1,000	4,347,140	0	0	0	0	4,347,140
1,375,780	C&FS HNB Development Programme	1,025,690	33,800	0	1,059,490	0	1,059,490	0	0	1,059,490	1,059,490	0
-9,549,820	DSG Reserve Income (HNB)	0	0	-5,650,000	-5,650,000	0	-5,650,000	0	0	-5,650,000	-5,650,000	0
<b>75,643,960</b>	<b>Total SEND &amp; Children with Disabilities</b>	<b>9,490,240</b>	<b>85,119,930</b>	<b>-10,162,250</b>	<b>84,447,920</b>	<b>-457,850</b>	<b>83,990,070</b>	<b>0</b>	<b>0</b>	<b>77,325,130</b>	<b>77,325,130</b>	<b>6,664,940</b>
4,906,480	C&FS Admin & Committees	3,179,840	717,250	-898,610	2,998,480	0	2,998,480	8,570	273,790	143,120	425,480	2,573,000
509,100	C&FS Finance	0	512,870	0	512,870	0	512,870	512,870	0	0	512,870	0
774,900	C&FS Human Resources	0	1,534,900	0	1,534,900	-45,000	1,489,900	674,900	0	0	674,900	815,000
735,800	C &FS Commissioning & Planning	723,550	12,250	0	735,800	0	735,800	0	0	0	0	735,800
312,940	C&FS Sub Transformation	55,720	257,230	0	312,950	0	312,950	0	0	0	0	312,950
<b>7,239,220</b>	<b>Total Business Support and Commissioning</b>	<b>3,959,110</b>	<b>3,034,500</b>	<b>-898,610</b>	<b>6,095,000</b>	<b>-45,000</b>	<b>6,050,000</b>	<b>1,196,340</b>	<b>273,790</b>	<b>143,120</b>	<b>1,613,250</b>	<b>4,436,750</b>
<b>134,834,250</b>	<b>TOTAL EDUCATION &amp; EARLY HELP</b>	<b>28,768,010</b>	<b>130,602,500</b>	<b>-13,183,640</b>	<b>146,186,870</b>	<b>-4,660,280</b>	<b>141,526,590</b>	<b>1,839,910</b>	<b>35,810,660</b>	<b>82,451,930</b>	<b>120,102,500</b>	<b>21,424,090</b>
414,781,470	Total Individual Schools Budget	0	466,113,730	0	466,113,730	-11,058,880	455,054,850	455,179,590	0	-124,740	455,054,850	0
0	Dedicated Schools Grant Recoupment	0	-378,866,710	0	-378,866,710	378,866,710	0	0	0	0	0	0
2,285,220	Central Charges	0	2,285,220	0	2,285,220	0	2,285,220	1,434,680	210,850	639,690	2,285,220	0
-528,103,530	Dedicated Schools Grant	0	0	0	0	-577,659,250	-577,659,250	-458,472,680	-36,065,740	-83,120,830	-577,659,250	0
<b>-111,036,840</b>	<b>TOTAL DSG ITEMS</b>	<b>0</b>	<b>89,532,240</b>	<b>0</b>	<b>89,532,240</b>	<b>-209,851,420</b>	<b>-120,319,180</b>	<b>-1,858,410</b>	<b>-35,854,890</b>	<b>-82,605,880</b>	<b>-120,319,180</b>	<b>0</b>
<b>82,796,500</b>	<b>TOTAL CHILDREN &amp; FAMILY SERVICES</b>	<b>54,113,080</b>	<b>266,661,020</b>	<b>-13,633,260</b>	<b>307,140,840</b>	<b>-218,054,340</b>	<b>89,086,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>89,086,500</b>

## ADULTS AND COMMUNITIES

### REVENUE BUDGET 2021/22

Net Budget 2020/21		Employees	Running Expenses	Internal Income	Gross Budget	External Income	Net Budget 2021/22
£		£	£	£	£	£	£
	<b><u>Care Pathway - Older Adults/Mental Health</u></b>						
-195,750	Heads of Service & Lead Practitioners (OA/MH)	396,830	281,550	0	678,380	-799,870	-121,490
4,785,480	Older Adults Team	5,738,880	130,920	0	5,869,800	-1,067,440	4,802,360
2,518,800	Working Age Adults Team (Mental Health)	2,717,660	122,050	0	2,839,710	-173,120	2,666,590
5,566,690	Countywide Team (OA/MH)	5,333,090	1,745,450	-126,900	6,951,640	-1,404,220	5,547,420
<b>12,675,220</b>	<b>TOTAL</b>	<b>14,186,460</b>	<b>2,279,970</b>	<b>-126,900</b>	<b>16,339,530</b>	<b>-3,444,650</b>	<b>12,894,880</b>
	<b><u>Care Pathway - Learning Disabilities</u></b>						
540,050	Heads of Service & Lead Practitioners (LD)	429,600	95,400	-42,000	483,000	0	483,000
2,999,530	Working Age Adults Team (Learning Disabilities)	3,260,830	92,280	0	3,353,110	-180,570	3,172,540
681,370	Countywide Team (LD)	878,430	27,830	0	906,260	-207,000	699,260
<b>4,220,950</b>	<b>TOTAL</b>	<b>4,568,860</b>	<b>215,510</b>	<b>-42,000</b>	<b>4,742,370</b>	<b>-387,570</b>	<b>4,354,800</b>
	<b><u>Direct Services</u></b>						
585,860	Direct Services Managers	709,530	5,850	0	715,380	-86,790	628,590
4,909,100	Supported Living, Residential and Short Breaks	4,552,730	224,380	0	4,777,110	-4,000	4,773,110
2,610,310	CLC / Day Services	2,356,460	183,650	-73,300	2,466,810	-56,500	2,410,310
352,960	Shared Lives Team	274,000	43,000	0	317,000	0	317,000
4,881,910	Reablement (HART) & Crisis Response	5,800,600	648,270	0	6,448,870	-1,821,810	4,627,060
1,528,890	Occupational Therapy	1,537,010	55,240	0	1,592,250	-42,190	1,550,060
1,668,970	Aids, Adaptations and Assistive Technology	538,210	1,881,360	0	2,419,570	-750,600	1,668,970
149,830	Direct Services Review	0	206,830	0	206,830	-6,000	200,830
<b>16,687,830</b>	<b>TOTAL</b>	<b>15,768,540</b>	<b>3,248,580</b>	<b>-73,300</b>	<b>18,943,820</b>	<b>-2,767,890</b>	<b>16,175,930</b>
	<b><u>Early Intervention &amp; Prevention</u></b>						
838,200	Extra Care	0	838,200	0	838,200	0	838,200
96,000	Eligible Services	0	96,000	0	96,000	0	96,000
814,190	Secondary (e.g. Carers & Community Assessments)	0	1,482,770	0	1,482,770	-668,580	814,190
380,610	Tertiary (e.g. Advocacy)	0	730,010	-54,000	676,010	-295,400	380,610
<b>2,129,000</b>	<b>TOTAL</b>	<b>0</b>	<b>3,146,980</b>	<b>-54,000</b>	<b>3,092,980</b>	<b>-963,980</b>	<b>2,129,000</b>
	<b><u>Strategic Services</u></b>						
186,720	Heads of Strategic Services	268,360	1,680	-83,320	186,720	0	186,720
1,875,340	Business Support	1,628,430	281,950	-22,510	1,887,870	-12,370	1,875,500
1,146,670	Adult Social Care Finance	1,305,630	77,070	-13,000	1,369,700	-235,000	1,134,700
433,630	IT & Information Support	365,940	69,000	0	434,940	0	434,940
1,674,100	Commissioning & Quality	2,282,270	173,300	-103,020	2,352,550	-753,340	1,599,210
<b>5,316,460</b>	<b>TOTAL</b>	<b>5,850,630</b>	<b>603,000</b>	<b>-221,850</b>	<b>6,231,780</b>	<b>-1,000,710</b>	<b>5,231,070</b>
	<b><u>Demand Led Commissioned Services</u></b>						
58,683,950	Residential & Nursing Care	0	94,938,700	0	94,938,700	-37,653,430	57,285,270
1,631,670	Shared Lives Residential	0	1,631,680	0	1,631,680	0	1,631,680
19,208,820	Supported Living	0	20,087,820	0	20,087,820	0	20,087,820
20,595,040	Home Care	0	21,072,040	0	21,072,040	0	21,072,040
38,012,060	Direct Cash Payments	0	39,974,060	0	39,974,060	-1,162,000	38,812,060
5,475,460	Community Life Choices (CLC)	0	5,780,460	0	5,780,460	0	5,780,460
535,750	Shared Lives - CLC	0	535,750	0	535,750	0	535,750
-21,815,610	Community Income	0	0	0	0	-21,449,930	-21,449,930
<b>122,327,140</b>	<b>TOTAL</b>	<b>0</b>	<b>184,020,510</b>	<b>0</b>	<b>184,020,510</b>	<b>-60,265,360</b>	<b>123,755,150</b>
-18,154,800	<b><u>Better Care Fund (Balance)</u></b>	483,710	6,049,680	0	6,533,390	-25,723,420	-19,190,030
835,190	<b><u>Department Senior Management</u></b>	727,530	365,400	-178,730	914,200	-83,000	831,200
<b>146,036,990</b>	<b>TOTAL ASC</b>	<b>41,585,730</b>	<b>199,929,630</b>	<b>-696,780</b>	<b>240,818,580</b>	<b>-94,636,580</b>	<b>146,182,000</b>
	<b><u>Communities and Wellbeing</u></b>						
388,840	C&W Senior Management	395,950	9,000	-8,000	396,950	-29,160	367,790
1,761,790	Libraries Operational	1,933,210	313,890	-6,700	2,240,400	-530,750	1,709,650
1,075,400	Libraries Resources	249,840	855,950	0	1,105,790	-5,700	1,100,090
768,440	Museums & Heritage	834,070	326,580	0	1,160,650	-333,460	827,190
418,340	Participation	432,850	149,000	0	581,850	-143,330	438,520
901,010	Collections & Learning	1,187,690	351,980	0	1,539,670	-691,500	848,170
0	Externally Funded Projects	186,330	191,750	0	378,080	-378,080	0
0	Adult Learning	4,278,210	819,630	-408,450	4,689,390	-4,689,390	0
6,000	C&W Efficiencies	0	-41,590	0	-41,590	0	-41,590
<b>5,319,820</b>	<b>TOTAL C&amp;W</b>	<b>9,498,150</b>	<b>2,976,190</b>	<b>-423,150</b>	<b>12,051,190</b>	<b>-6,801,370</b>	<b>5,249,820</b>
<b>151,356,810</b>	<b>TOTAL ADULTS &amp; COMMUNITIES</b>	<b>51,083,880</b>	<b>202,905,820</b>	<b>-1,119,930</b>	<b>252,869,770</b>	<b>-101,437,950</b>	<b>151,431,820</b>

## PUBLIC HEALTH DEPARTMENT

### REVENUE BUDGET 2021/22

Net Budget 2020/21 £		Employees £	Running Expenses £	Internal Income £	Gross Budget	External Income £	Net Budget 2021/22 £
-25,234,290	<b>Public Health Ring-Fenced Grant</b>	0	0	0	0	-25,234,290	-25,234,290
	<b>Department</b>						
1,623,080	Public Health Leadership	1,627,330	1,190,230	-17,520	2,800,040	-886,310	1,913,730
839,860	Local Area Co-ordination	1,183,280	44,530	0	1,227,810	-308,600	919,210
569,600	Quit Ready	300,610	243,000	0	543,610	0	543,610
262,350	First Contact Plus	649,870	1,000	-7,500	643,370	-371,340	272,030
197,210	Other Public Health Services	0	209,010	0	209,010	0	209,010
695,440	Programme Delivery	417,500	360,600	0	778,100	0	778,100
360,720	Public Health Advice	0	310,720	0	310,720	0	310,720
356,760	Domestic Violence	16,200	385,910	-16,850	385,260	0	385,260
363,450	Weight Management Service	227,460	43,500	0	270,960	0	270,960
8,547,750	<b>0-19 Childrens Public Health</b>	0	8,233,240	0	8,233,240	0	8,233,240
	<b>Sexual Health</b>						
4,055,220	Sexual Health	0	4,176,070	0	4,176,070	-100,000	4,076,070
504,300	NHS Health Check programme	0	500,000	0	500,000	0	500,000
4,013,330	<b>Substance Misuse</b>	0	4,137,790	0	4,137,790	-111,860	4,025,930
	<b>Physical Activity and Obesity</b>						
1,110,950	Physical Activity	0	1,110,950	0	1,110,950	0	1,110,950
200,000	Obesity Programmes	0	190,000	0	190,000	0	190,000
121,950	<b>Health Protection</b>	576,970	41,900	0	618,870	-516,670	102,200
75,000	<b>Tobacco Control</b>	0	70,000	0	70,000	0	70,000
0	<b>Leicester-Shire and Rutland Sport</b>	1,082,020	1,980,060	-1,811,960	1,250,120	-1,250,120	0
<b>-1,337,320</b>	<b>TOTAL PUBLIC HEALTH</b>	<b>6,081,240</b>	<b>23,228,510</b>	<b>-1,853,830</b>	<b>27,455,920</b>	<b>-28,779,190</b>	<b>-1,323,270</b>

## ENVIRONMENT & TRANSPORT DEPARTMENT

### REVENUE BUDGET 2021/22

Net Budget 2020/21 £		Employees £	Running Expenses £	Internal Income £	Gross Budget	External Income £	Net Budget 2021/22 £
<b>HIGHWAYS &amp; TRANSPORTATION</b>							
<b>Development &amp; Growth</b>							
774,500	Development & Growth management AD	813,400	26,700	0	840,100	0	840,100
H & T Commissioning							
1,794,100	Staffing & Admin Commissioning	4,215,000	2,816,200	-4,350,400	2,680,800	-877,300	1,803,500
1,093,000	Road Safety	451,500	690,100	-419,200	722,400	-165,000	557,400
0	Speed Awareness	194,300	1,290,100	252,600	1,737,000	-1,736,900	100
284,000	Sustainable Travel	0	296,500	0	296,500	-1,000	295,500
9,900	Midlands Highways Alliance	218,900	258,000	-467,100	9,800	0	9,800
412,200	HS2	396,600	25,000	0	421,600	-8,000	413,600
H & T Network management							
1,226,500	Staffing & Admin Network management	4,500,600	326,800	-1,508,800	3,318,600	-2,549,000	769,600
1,296,200	Traffic Controls	0	1,355,500	0	1,355,500	-75,000	1,280,500
0	Civil Parking Enforcement	0	1,193,700	0	1,193,700	-1,193,700	0
<b>H &amp; T Operations</b>							
301,000	H & T Operations management	342,900	4,300	0	347,200	0	347,200
Highways design and delivery							
2,218,200	Staffing, Admin. & Depot Overhead Costs	9,346,800	2,135,100	-6,206,300	5,275,600	-2,847,300	2,428,300
5,069,000	Environmental Maintenance	1,751,000	3,038,000	0	4,789,000	-72,000	4,717,000
2,774,900	Street Lighting Maintenance	366,800	1,982,400	0	2,349,200	-56,300	2,292,900
2,733,000	Reactive Maintenance (Structural & Safety)	437,400	1,295,600	0	1,733,000	0	1,733,000
1,628,800	Winter Maintenance	596,500	1,332,300	0	1,928,800	0	1,928,800
498,000	Capital revenue Switch		0	-1,457,600	-1,457,600		-1,457,600
Transport Operations							
1,558,800	Staffing & Admin Transport	2,853,600	881,000	-1,983,200	1,751,400	-205,600	1,545,800
14,173,800	Special Education Needs	0	16,320,500	0	16,320,500	-146,700	16,173,800
3,568,700	Mainstream School Transport	0	4,098,300	0	4,098,300	-664,000	3,434,300
3,941,800	Social Care Transport	0	4,377,800	0	4,377,800	-436,000	3,941,800
185,000	Fleet Transport	4,032,100	1,633,900	-5,026,000	640,000	-536,800	103,200
4,977,600	Concessionary Travel & Joint Arrangements	0	14,533,500	0	14,533,500	-9,555,900	4,977,600
2,154,200	Public Bus Services	0	3,851,600	-275,000	3,576,600	-1,422,400	2,154,200
48,900	Blue Badge	0	171,500	0	171,500	-150,000	21,500
<b>52,722,100</b>	<b>TOTAL</b>	<b>30,517,400</b>	<b>63,934,400</b>	<b>-21,441,000</b>	<b>73,010,800</b>	<b>-22,698,900</b>	<b>50,311,900</b>
<b>ENVIRONMENT &amp; WASTE MANAGEMENT</b>							
411,300	E & W management branch management	417,300	2,100	0	419,400	0	419,400
Environment and Waste commissioning							
1,641,200	Staffing & Admin Policy & Strategy E&W	1,313,900	419,900	-56,300	1,677,500	-14,000	1,663,500
384,100	Initiatives	0	723,000	-198,600	524,400	-140,400	384,000
60,000	Recycling & Reuse Credits	0	60,000	0	60,000	0	60,000
Waste management delivery							
400,900	Staffing & Admin Design & Delivery E&WM	347,800	3,900	-20,000	331,700	0	331,700
8,245,000	Landfill	0	9,043,900	0	9,043,900	0	9,043,900
9,302,000	Treatment Contracts	0	8,646,000	0	8,646,000	0	8,646,000
2,025,000	Dry Recycling	0	2,794,000	0	2,794,000	-669,000	2,125,000
1,491,000	Composting Contracts	0	1,587,000	0	1,587,000	0	1,587,000
3,408,300	Recycling & Household Waste Sites	2,565,400	1,885,600	-57,000	4,394,000	-443,000	3,951,000
2,135,400	Haulage & Waste Transfer	110,500	1,752,400	0	1,862,900	0	1,862,900
-30,000	WEEE	0	0	0	0	-30,000	-30,000
-1,428,000	Income	0	32,000	0	32,000	-1,490,000	-1,458,000
<b>28,046,200</b>	<b>TOTAL</b>	<b>4,754,900</b>	<b>26,949,800</b>	<b>-331,900</b>	<b>31,372,800</b>	<b>-2,786,400</b>	<b>28,586,400</b>
<b>DEPARTMENTAL AND BUSINESS MANAGEMENT</b>							
1,972,800	Management & Admin	1,911,300	106,900	0	2,018,200	-6,000	2,012,200
483,200	Departmental Costs	0	449,000	-5,000	444,000	0	444,000
<b>2,456,000</b>	<b>TOTAL</b>	<b>1,911,300</b>	<b>555,900</b>	<b>-5,000</b>	<b>2,462,200</b>	<b>-6,000</b>	<b>2,456,200</b>
<b>83,224,300</b>	<b>TOTAL ENVIRONMENT &amp; TRANSPORT</b>	<b>37,183,600</b>	<b>91,440,100</b>	<b>-21,777,900</b>	<b>106,845,800</b>	<b>-25,491,300</b>	<b>81,354,500</b>



## CHIEF EXECUTIVE'S DEPARTMENT

### REVENUE BUDGET 2021/22

Net Budget 2020/21 £		Employees £	Running Expenses £	Internal Income £	Gross Budget	External Income £	Net Budget 2021/22 £
<b>DEMOCRATIC SERVICES, ADMIN &amp; CIVIC AFFAIRS</b>							
1,404,910	Democratic Services and Administration	1,353,480	91,260	0	1,444,740	-69,830	1,374,910
114,000	Subscriptions	0	114,000	0	114,000	0	114,000
165,900	Civic Affairs	29,040	142,860	0	171,900	-6,000	165,900
<b>1,684,810</b>	<b>TOTAL</b>	<b>1,382,520</b>	<b>348,120</b>	<b>0</b>	<b>1,730,640</b>	<b>-75,830</b>	<b>1,654,810</b>
2,474,530	<b>LEGAL SERVICES</b>	3,568,500	161,500	-650,470	3,079,530	-505,000	2,574,530
<b>STRATEGY AND BUSINESS INTELLIGENCE</b>							
1,418,230	Business Intelligence	2,126,220	139,760	-530,500	1,735,480	-226,950	1,508,530
523,890	Economic Growth	628,110	147,280	-49,960	725,430	-10,000	715,430
1,732,520	Policy and Communities	758,410	1,507,090	-137,720	2,127,780	-395,260	1,732,520
436,200	Management and Administration	415,160	5,740	0	420,900	0	420,900
579,890	Growth Unit	484,290	74,070	0	558,360	0	558,360
<b>4,690,730</b>	<b>TOTAL</b>	<b>4,412,190</b>	<b>1,873,940</b>	<b>-718,180</b>	<b>5,567,950</b>	<b>-632,210</b>	<b>4,935,740</b>
302,290	<b>EMERGENCY MANAGEMENT AND RESILIENC</b>	644,980	39,190	-69,050	615,120	-312,830	302,290
<b>REGULATORY SERVICES</b>							
1,616,750	Trading Standards	1,719,710	149,040	-60,000	1,808,750	-192,000	1,616,750
1,097,240	Coroners	208,240	944,000	0	1,152,240	-55,000	1,097,240
-100,980	Registrars	987,170	74,540	0	1,061,710	-1,162,700	-100,990
<b>2,613,010</b>	<b>TOTAL</b>	<b>2,915,120</b>	<b>1,167,580</b>	<b>-60,000</b>	<b>4,022,700</b>	<b>-1,409,700</b>	<b>2,613,000</b>
471,890	<b>PLANNING SERVICES</b>	1,166,540	169,700	0	1,336,240	-839,330	496,910
30,880	<b>DEPARTMENTAL ITEMS</b>	-150,000	40,850	-9,970	-119,120	0	-119,120
<b>12,268,140</b>	<b>TOTAL CHIEF EXECUTIVES</b>	<b>13,939,850</b>	<b>3,800,880</b>	<b>-1,507,670</b>	<b>16,233,060</b>	<b>-3,774,900</b>	<b>12,458,160</b>

## CORPORATE RESOURCES DEPARTMENT

### REVENUE BUDGET 2021/22

Net Budget 2020/21 £		Employees £	Running Expenses £	Internal Income £	Gross Budget £	External Income £	Net Budget 2021/22 £
	<b>AD Finance, Strategic Property &amp; Commissioning</b>						
2,978,600	Strategic Property	1,929,590	1,421,740	-551,630	2,799,700	-298,810	2,500,890
2,241,970	Audit & Insurance	1,183,740	3,828,770	-1,104,530	3,907,980	-1,709,030	2,198,950
3,793,310	Strategic Finance & Pensions	5,142,860	437,990	-1,549,640	4,031,210	-219,680	3,811,530
-17,900	Corporate Projects	0	151,070	-51,000	100,070	0	100,070
1,098,650	Commissioning Support	1,142,280	45,700	-130,000	1,057,980	-12,500	1,045,480
<b>10,094,630</b>	<b>Total</b>	<b>9,398,470</b>	<b>5,885,270</b>	<b>-3,386,800</b>	<b>11,896,940</b>	<b>-2,240,020</b>	<b>9,656,920</b>
<b>1,510,470</b>	<b>EMSS</b>	<b>4,427,180</b>	<b>1,967,660</b>	<b>-301,180</b>	<b>6,093,660</b>	<b>-4,310,480</b>	<b>1,783,180</b>
	<b>AD IT, Communications &amp; Digital, Customer Service</b>						
10,463,070	Information & Technology	7,438,250	4,543,670	-380,600	11,601,320	-442,000	11,159,320
1,020,260	Communications & Digital Services	1,133,030	245,500	-349,000	1,029,530	-9,300	1,020,230
2,381,150	Customer Services	2,505,690	-44,500	-125,110	2,336,080	-54,850	2,281,230
<b>13,864,480</b>	<b>Total</b>	<b>11,076,970</b>	<b>4,744,670</b>	<b>-854,710</b>	<b>14,966,930</b>	<b>-506,150</b>	<b>14,460,780</b>
	<b>Commercialism</b>						
72,000	Leisure & Hospitality	506,360	628,180	0	1,134,540	-1,048,230	86,310
-981,450	Education Catering	10,720,090	5,625,220	-6,186,270	10,159,040	-10,277,470	-118,430
-200,000	Beaumanor	914,760	610,920	0	1,525,680	-1,848,270	-322,590
<b>-1,109,450</b>	<b>LTS Catering</b>	<b>12,141,210</b>	<b>6,864,320</b>	<b>-6,186,270</b>	<b>12,819,260</b>	<b>-13,173,970</b>	<b>-354,710</b>
<b>0</b>	<b>Music Service</b>	<b>1,347,460</b>	<b>469,100</b>	<b>0</b>	<b>1,816,560</b>	<b>-1,816,600</b>	<b>-40</b>
-49,040	Bursar Service	166,580	16,500	0	183,080	-205,000	-21,920
-540,960	LEAMIS	652,700	336,410	0	989,110	-1,334,410	-345,300
-175,000	HR Services	1,118,570	64,750	-146,000	1,037,320	-1,132,300	-94,980
<b>-765,000</b>	<b>LTS Professional Services</b>	<b>1,937,850</b>	<b>417,660</b>	<b>-146,000</b>	<b>2,209,510</b>	<b>-2,671,710</b>	<b>-462,200</b>
42,450	LTS Infrastructure	208,380	66,860	-1,190,750	-915,510	0	-915,510
<b>-1,832,000</b>	<b>Total</b>	<b>15,634,900</b>	<b>7,817,940</b>	<b>-7,523,020</b>	<b>15,929,820</b>	<b>-17,662,280</b>	<b>-1,732,460</b>
	<b>AD Corporate Services &amp; Operational Property</b>						
1,960,640	Corporate HR	2,285,210	85,250	-410,400	1,960,060	0	1,960,060
1,391,150	L&D	880,130	860,680	-195,080	1,545,730	-157,900	1,387,830
990,420	Business Support	921,080	173,000	-167,600	926,480	-13,600	912,880
587,150	Management	502,720	11,000	-33,000	480,720	0	480,720
1,427,240	Transformation Unit	3,783,100	39,300	-2,395,200	1,427,200	0	1,427,200
18,660	Transformation	0	833,000	-378,000	455,000	-455,000	0
<b>6,375,260</b>	<b>Corporate Services</b>	<b>8,372,240</b>	<b>2,002,230</b>	<b>-3,579,280</b>	<b>6,795,190</b>	<b>-626,500</b>	<b>6,168,690</b>
3,280,890	Building Running Costs	288,440	4,081,330	-204,340	4,165,430	-840,320	3,325,110
2,300,000	Building Maintenance	0	3,650,000	-1,350,000	2,300,000	0	2,300,000
2,110,700	Operational Property	2,082,820	203,150	-221,570	2,064,400	0	2,064,400
76,250	Traveller Services	220,850	54,450	-15,000	260,300	-200,150	60,150
<b>7,767,840</b>	<b>Operational Property</b>	<b>2,592,110</b>	<b>7,988,930</b>	<b>-1,790,910</b>	<b>8,790,130</b>	<b>-1,040,470</b>	<b>7,749,660</b>
313,080	Parks & Forestry	856,130	549,990	-392,000	1,014,120	-791,950	222,170
400,620	Hard FM	1,558,410	944,610	-1,356,000	1,147,020	-606,000	541,020
-409,130	Soft FM	342,130	206,350	-735,100	-186,620	-300,000	-486,620
-76,680	Print	316,690	444,590	-829,500	-68,220	0	-68,220
<b>227,890</b>	<b>LTS Property Services</b>	<b>3,073,360</b>	<b>2,145,540</b>	<b>-3,312,600</b>	<b>1,906,300</b>	<b>-1,697,950</b>	<b>208,350</b>
<b>14,370,990</b>	<b>Total</b>	<b>14,037,710</b>	<b>12,136,700</b>	<b>-8,682,790</b>	<b>17,491,620</b>	<b>-3,364,920</b>	<b>14,126,700</b>
	<b>Corporate Asset Investment Fund</b>						
-495,750	Rural	0	782,200	0	782,200	-1,278,000	-495,800
-708,900	Industrial	0	1,781,650	-246,000	1,535,650	-2,244,500	-708,850
-2,389,520	Office	0	1,215,910	-230,000	985,910	-3,986,970	-3,001,060
<b>-3,594,170</b>	<b>Total</b>	<b>0</b>	<b>3,779,760</b>	<b>-476,000</b>	<b>3,303,760</b>	<b>-7,509,470</b>	<b>-4,205,710</b>
<b>34,414,400</b>	<b>TOTAL CORPORATE RESOURCES</b>	<b>54,575,230</b>	<b>36,332,000</b>	<b>-21,224,500</b>	<b>69,682,730</b>	<b>-35,593,320</b>	<b>34,089,410</b>

## CORPORATE & CENTRAL ITEMS

### REVENUE BUDGET 2021/22

Net Budget 2020/21 £		Employees £	Running Expenses £	Internal Income £	Gross Budget £	External Income £	Net Budget 2021/22 £
<b><u>CORPORATE</u></b>							
-2,285,000	<b>DSG (Central Dept recharges)</b>	0	0	0	0	-2,285,000	-2,285,000
<b>CORPORATE SAVINGS</b>							
-250,000	Review of key supplier contracts	0	-250,000	0	-250,000	0	-250,000
-100,000	ICT implementation of digital initiatives	0	-100,000	0	-100,000	0	-100,000
-350,000		0	-350,000	0	-350,000	0	-350,000
4,000,000	<b>MTFS RISKS CONTINGENCY</b>	0	8,000,000	0	8,000,000	0	8,000,000
0	<b>COVID-19 BUDGET</b>	0	28,300,000	0	28,300,000	0	28,300,000
1,149,000	<b>CONTINGENCY FOR INFLATION/ LIVING WAGE *</b>	2,250,000	10,300,000	0	12,550,000	0	12,550,000
<b>2,514,000</b>	<b>TOTAL CORPORATE BUDGETS</b>	<b>2,250,000</b>	<b>46,250,000</b>	<b>0</b>	<b>48,500,000</b>	<b>-2,285,000</b>	<b>46,215,000</b>
<b><u>CENTRAL ITEMS</u></b>							
19,200,000	<b>FINANCING OF CAPITAL</b>	0	21,981,000	-54,000	21,927,000	-2,927,000	19,000,000
23,900,000	<b>REVENUE FUNDING OF CAPITAL</b>	0	2,500,000	0	2,500,000	0	2,500,000
<b>CENTRAL EXPENDITURE</b>							
1,700,000	Pensions (pre LGR /LGR)	0	1,500,000	0	1,500,000	0	1,500,000
1,229,000	Members Expenses & Support etc	90,800	1,138,200	0	1,229,000	0	1,229,000
296,000	Flood Defence Levies	0	296,000	0	296,000	0	296,000
200,000	Elections	0	200,000	0	200,000	0	200,000
-677,000	Financial Arrangements	0	210,000	-221,000	-11,000	-665,000	-676,000
0	LCTS	0	500,000	0	500,000	0	500,000
2,748,000		90,800	3,844,200	-221,000	3,714,000	-665,000	3,049,000
<b>CENTRAL GRANTS AND OTHER INCOME</b>							
-2,800,000	Bank & Other Interest	0	0	0	0	-1,300,000	-1,300,000
-3,747,000	New Homes Bonus Grant	0	0	0	0	-2,621,000	-2,621,000
-1,413,000	Adult Social Care - Winter Pressures Grant (£2.4m total, £1m used for A&C exp.)	0	0	0	0	-1,413,000	-1,413,000
-11,353,000	Improved Better Care Fund	0	0	0	0	-11,353,000	-11,353,000
-904,000	Spring Budget - additional IBCF (£3.4m total, £2.5m used for A&C exp.)	0	0	0	0	-904,000	-904,000
-13,024,000	Social Care Grant	0	0	0	0	-14,167,000	-14,167,000
-33,241,000	Covid-19 General Grant	0	0	0	0	-11,750,000	-11,750,000
<b>12,607,000</b>	<b>TOTAL CENTRAL ITEMS</b>	<b>90,800</b>	<b>28,325,200</b>	<b>-275,000</b>	<b>28,141,000</b>	<b>-47,100,000</b>	<b>-18,959,000</b>

\* 2020/21 contingency net of transfers to Departmental budgets

## EARMARKED FUND BALANCES

	Revised Balance 01/04/2020 £000	Forecast Balance 31/03/2021 £000	Forecast Balance 31/03/2022 £000	Forecast Balance 31/03/2023 £000	Forecast Balance 31/03/2024 £000	Forecast Balance 31/03/2025 £000
<b>Renewal of Systems, Equipment and Vehicles</b>	2,680	1,710	1,070	240	240	240
<b>Trading Accounts</b>						
Industrial Properties	1,090	840	590	340	0	0
<b>Insurance</b>						
General	6,400	6,270	6,270	6,270	6,270	6,270
Schools schemes and risk management	370	350	330	330	340	340
Uninsured loss fund	5,260	5,260	5,260	5,260	5,260	5,260
<b>Committed Balances</b>						
Community Grants	300	300	300	300	300	300
<b>Other</b>						
Children & Family Services						
Supporting Leicestershire Families	1,780	480	0	0	0	0
C&FS Developments	1,170	1,020	250	250	250	250
Youth Offending	560	450	340	230	120	0
Other	1,130	740	150	100	50	0
Adults & Communities						
A&C Developments	5,000	3,500	0	0	0	0
Adult Learning Service	50	50	50	50	50	50
Public Health	460	370	350	200	0	0
Environment & Transport						
Commuted Sums	2,890	2,590	2,290	1,990	1,690	1,390
LLITM	2,080	2,000	2,360	2,200	1,120	960
Major Projects - advanced design	930	60	50	40	30	20
Waste Developments	550	350	70	0	0	0
Section 38 Income	490	490	430	0	0	0
Other	1,400	1,260	1,100	700	500	320
Chief Executive						
Economic Development-General	510	400	370	200	100	0
Chief Executive Dept Developments	450	360	230	130	50	40
Other	180	30	0	0	0	0
Corporate Resources						
Corporate Resources Developments	50	112	88	88	64	64
Leicestershire Schools Music Service	160	160	160	160	160	160
Other	350	290	290	290	290	290
Corporate:						
Transformation Fund	7,480	4,000	1,000	0	0	0
Broadband	3,390	4,990	3,140	2,290	2,120	1,940
Business Rates Retention	1,570	570	570	570	570	570
Inquiry and other costs	1,040	230	0	0	0	0
Elections	580	780	130	330	530	730
Corporate Asset Investment Fund sinking fund	0	0	1,700	3,400	5,100	6,800
Other	680	390	390	390	390	390
Government Cash Flow Funding	19,690	0	0	0	0	0
Budget Equalisation	7,100	18,100	22,100	23,100	25,100	29,100
Covid-19 : council tax etc	0	5,000	9,000	6,000	1,000	1,000
Capital Financing (phasing of capital expenditure)	78,990	51,610	4,840	3,640	2,180	720
Pooled Property Fund investment *	-23,960	-23,960	-23,960	-23,960	-23,960	-23,960
<b>TOTAL</b>	<b>132,850</b>	<b>91,152</b>	<b>41,308</b>	<b>35,128</b>	<b>29,914</b>	<b>33,244</b>
<b>Schools and Partnerships</b>						
Dedicated Schools Grant	-4,050	-10,690	-15,560	-14,420	-20,510	-25,030
Leicestershire & Rutland Sport	1,460	1,520	820	530	240	0
Health & Social Care Outcomes	820	820	820	820	820	820
Emergency Management	410	410	340	320	280	220
East Midlands Shared Services - other	270	270	270	270	270	270
Leicestershire Safeguarding Children Board	80	70	50	40	20	0
Leics Social Care Development Group	40	40	20	0	0	0
Total	-970	-7,560	-13,240	-12,440	-18,880	-23,720

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

## EFFECT OF COUNTY COUNCIL'S BUDGET DECISION ON 2021/22 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	835.20	105.32	940.52
B	(£40,001 -	£52,000)	7/9	974.40	122.88	1,097.28
C	(£52,001 -	£68,000)	8/9	1,113.60	140.43	1,254.03
D	(£68,001 -	£88,000)	1	1,252.80	157.98	1,410.78
E	(£88,001 -	£120,000)	11/9	1,531.20	193.09	1,724.29
F	(£120,001 -	£160,000)	13/9	1,809.60	228.20	2,037.80
G	(£160,001 -	£320,000)	15/9	2,088.00	263.30	2,351.30
H	( Over	£320,000)	2	2,505.60	315.96	2,821.56

### PRECEPT 2021/22

BILLING AUTHORITY	Tax Base	Precept £
Blaby	33,977.11	47,934,303
Charnwood	58,286.90	82,230,122
Harborough	36,356.10	51,290,540
Hinckley and Bosworth	38,719.60	54,624,923
Melton	19,088.38	26,929,547
North West Leicestershire	34,841.00	49,153,063
Oadby and Wigston	17,558.70	24,771,502
<b>Total</b>	<b>238,827.79</b>	<b>336,934,000</b>

### 2021/22 COUNCIL TAX BILL (COUNTY COUNCIL ELEMENT) (EXAMPLE USING BAND D - % INCREASES APPLY TO ALL BANDS)

	2020/21 £	2021/22 £	Increases *
Main Element (core)	1,226.06	1,252.80	1.99%
ASC Precept **	117.67	157.98	3.00%
<b>Total</b>	<b>1,343.73</b>	<b>1,410.78</b>	<b>4.99%</b>

\* per Government guidance each percentage is calculated as an increase to the 2020/21 total of £1,343.73

\*\* 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 2021/22

	Billing Authority							Average £
	Blaby £	Charnwood £	Harborough £	Hinckley & Bosworth £	Melton £	North West Leics £	Oadby & Wigston £	
County Council	1,410.78	1,410.78	1,410.78	1,410.78	1,410.78	1,410.78	1,410.78	1,410.78
Police and Crime Commissioner	248.23	248.23	248.23	248.23	248.23	248.23	248.23	248.23
Combined Fire Authority	69.29	69.29	69.29	69.29	69.29	69.29	69.29	69.29
District Council (General Expenses)	173.32	131.08	157.27	120.50	186.87	158.58	234.50	155.44
Special Expenses & Parishes (average)	111.92	92.01	71.79	76.41	61.35	84.01	n/a	78.85
<b>Average Band D Council Tax 2021/22</b>	<b>2,013.54</b>	<b>1,951.39</b>	<b>1,957.36</b>	<b>1,925.21</b>	<b>1,976.52</b>	<b>1,970.89</b>	<b>1,962.80</b>	<b>1,962.59</b>
Average Band D Council Tax 2020/21	1,920.41	1,859.84	1,865.39	1,835.69	1,888.00	1,883.30	1,874.42	1,872.09
Increase (£)	93.13	91.55	91.97	89.52	88.52	87.59	88.38	90.50
Increase (%)	4.85%	4.92%	4.93%	4.88%	4.69%	4.65%	4.72%	4.83%
<b>Increases (%)</b>								
County Council *	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%
Police and Crime Commissioner **	6.43%	6.43%	6.43%	6.43%	6.43%	6.43%	6.43%	6.43%
Combined Fire Authority	1.96%	1.96%	1.96%	1.96%	1.96%	1.96%	1.96%	1.96%
District Council (General Expenses)***	2.97%	3.60%	3.80%	4.33%	4.22%	0.00%	2.18%	2.99%
Special Expenses & Parishes (average)	4.43%	4.08%	4.10%	1.51%	-3.79%	5.28%	n/a	3.42%

\* County Council increase includes 3% for the Adult Social Care precept

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

\*\*\* District Councils were allowed an option to increase Council Tax by up to £5 per Band D property

## ANALYSIS OF NUMBER OF EMPLOYEES

Average Number of Staff *	2020/21	2021/22
Children & Family Services		
Schools **	2,403.0	2,392.4
Non-Schools	1,166.4	1,192.9
	<u>3,569.4</u>	<u>3,585.3</u>
Adults & Communities	1,343.3	1,330.9
Public Health	101.8	130.6 (a)
Environment & Transport	965.6	956.4
Chief Executives	279.5	281.3
Corporate Resources	1,480.1	1,414.2 (b)
<b>Total - All Staff</b>	<u><b>7,739.7</b></u>	<u><b>7,698.7</b></u>

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

\*\* Subject to Academy transfers

- a) Increase due to creation of the Health Improvement Team plus expansion of the First Contact Plus and Local Area Co-Ordination teams.
- b) Changes mainly due to restructures and a reduction in temporary posts in Commercial Services (48 FTE)

## **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. PCs 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

2021/22 SUMMARY OF ESTIMATED CAPITAL RESOURCES

	SUPPORTED CAPITAL (REVENUE)	GOVERNMENT GRANTS	EARMARKED CAPITAL RECEIPTS	CAPITAL CONT. UNAPPLIED	EXTERNAL CONTRIBUTIONS	REVENUE & EARMARKED FUNDS	DISCRETIONARY FUNDING (see list below)	TOTAL
	£000	£000	£000	£000	£000	£000	£000	£000
C&FS (Includes schools DFC)	0	24,648	5,722	0	8,373	0	-240	38,503
Adults and Communities	0	3,920	0	0	0	0	5,679	9,599
Environment & Transport	0	34,123	0	0	1,582	175	17,954	53,834
Chief Executives	0	0	0	0	0	0	1,950	1,950
Corporate Resources	0	2,465	0	0	0	0	2,660	5,125
Corporate Programme	0	0	0	0	0	333	15,617	15,950
	0	65,156	5,722	0	9,955	508	43,620	124,961

Notes:	£000		£000		£000
<b>Government Grants</b>		<b>Earmarked Capital Receipts</b>		<b>Discretionary Funding</b>	
<u>C&amp;FS*</u>		C&FS - Section 106 contributions	5,722	Capital Financing Reserve	41,620
DfE Basic Need Capital Grant 21/22	22,148		<u>5,722</u>	General Capital Receipts	
DfE Maintenance Capital Grant 21/22	2,000			New capital receipts	2,000
Devolved Formula Capital	500			Internal borrowing - using Council's Cash balances	0
		<b>Capital Contributions Unapplied</b>			
<u>Adult and Communities*</u>			<u>0</u>		
MHCLG Disabled Facilities Grant - Estimated	3,920				
		<b>External Contributions</b>			
<u>Environment &amp; Transport*</u>		C&FS - Section 106 contributions	8,373		<u>43,620</u>
DfT LTP Grant Capital Maintenance	11,442	E&T - RiA NPIF	1,582		
DfT LTP Grant ITB	2,728		<u>9,955</u>		
DfT Pothole Grant - Estimated	7,826				
DfT MMDR	5,828	<b>Revenue and Earmarked Funds</b>			
HfI MMDR Southern	4,000	<u>Environment &amp; Transport</u>			
Local growth Fund	2,219	Renewals Reserve IT	175		
LLEP - NPIF Hinckley Hub	80	<u>Corporate Programme</u>			
		Industrial Property Reserve	333		
<u>Corporate Resources</u>					
Homes England Grant - Sysonby Farm, Melton	2,465				
	<u>65,156</u>				
			<u>508</u>		

\* Grant Allocations not yet known

## 2022/23 SUMMARY OF CAPITAL RESOURCES

	SUPPORTED CAPITAL (REVENUE) £000	GOVERNMENT GRANTS £000	EARMARKED CAPITAL RECEIPTS £000	CAPITAL CONT. UNAPPLIED £000	EXTERNAL CONTRIBUTIONS £000	REVENUE & EARMARKED FUNDS £000	DISCRETIONARY FUNDING (see list below) £000	TOTAL £000
C&FS (Includes schools DFC)	0	8,000	0	0	3,678	0	1,690	13,368
Adults and Communities	0	3,920	0	0	0	0	2,580	6,500
Environment & Transport	0	67,436	0	0	0	135	15,863	83,434
Chief Executives	0	0	0	0	0	0	100	100
Corporate Resources	0	0	0	0	0	0	2,465	2,465
Corporate Programme	0	0	0	0	0	250	39,890	40,140
	0	79,356	0	0	3,678	385	62,588	146,007

Notes:	£000		£000		£000
<b>Government Grants</b>		<b>Earmarked Capital Receipts</b>		<b>Discretionary Funding</b>	
<b>C&amp;FS *</b>					
DfE Basic Need Capital Grant 22/23	5,500		0	Capital Financing Reserve	3,754
DfE Maintenance Capital Grant 22/23 (Estimated)	2,000			General Capital Receipts	
Devolved Formula Capital (Estimated)	500			New capital receipts	2,000
		<b>Capital Contributions Unapplied</b>	0	Prudential borrowing - using internal cash balance	56,834
<b>Adult and Communities *</b>					
MHCLG Disabled Facilities Grant - Estimated	3,920				
<b>Environment &amp; Transport *</b>		<b>External Contributions</b>			
DfT LTP Grant Capital Maintenance	11,442	C&FS - Section 106 contributions	3,678		
DfT LTP Grant ITB	2,728		3,678		62,588
DfT Pothole Grant - Estimated	7,826				
DfT MMDR	36,240	<b>Revenue and Earmarked Funds</b>			
HIF MMDR Southern	9,200	<b>Environment &amp; Transport</b>			
	<b>79,356</b>	Renewals Reserve IT	135		
		<b>Corporate Programme</b>			
		Industrial Property Reserve	250		
			<b>385</b>		

\* Grant Allocations not yet known

2023/24 SUMMARY OF ESTIMATED CAPITAL RESOURCES

	SUPPORTED CAPITAL (REVENUE)	GOVERNMENT GRANTS	EARMARKED CAPITAL RECEIPTS	CAPITAL CONT. UNAPPLIED	EXTERNAL CONTRIBUTIONS	REVENUE & EARMARKED FUNDS	DISCRETIONARY FUNDING (see list below)	TOTAL
	£000	£000	£000	£000	£000	£000	£000	£000
C&FS (Includes schools DFC)	0	11,500	0	0	3,780	0	770	16,050
Adults and Communities	0	3,920	0	0	0	0	600	4,520
Environment & Transport	0	22,790	0	0	0	0	22,136	44,926
Chief Executives	0	0	0	0	0	0	100	100
Corporate Resources	0	0	0	0	0	0	2,000	2,000
Corporate Programme	0	0	0	0	0	250	28,200	28,450
	0	38,210	0	0	3,780	250	53,806	96,046

Notes:	£000		£000		£000
<b>Government Grants</b>		<b>Earmarked Capital Receipts</b>		<b>Discretionary Funding</b>	
<u>C&amp;FS *</u>				Capital Financing Reserve	1,500
DfE Basic Need Capital Grant 23/24	1,000		<u>0</u>	General Capital Receipts	
DfE Maintenance Capital Grant 23/24 (Estimated)	2,000			New capital receipts	2,000
Devolved Formula Capital (Estimated)	500				
DfE SEMH Free School	8,000				
<u>Adult and Communities *</u>		<b>Capital Contributions Unapplied</b>		Prudential borrowing -	
MHCLG Disabled Facilities Grant - Estimated	3,920		<u>0</u>	using internal cash balance	50,306
<u>Environment &amp; Transport *</u>		<b>External Contributions</b>			<u>53,806</u>
DfT LTP Grant Capital Maintenance	11,442	C&FS - Section 106 contributions	3,780		
DfT LTP Grant ITB	2,728				
DfT Pothole Grant - Estimated	7,826		<u>3,780</u>		
DfT MMDR	794				
		<b>Revenue and Earmarked Funds</b>			
	<u>38,210</u>	<u>Corporate Programme</u>			
		Industrial Property Reserve	250		
			<u>250</u>		

\* Grant Allocations not yet known

2024/25 SUMMARY OF ESTIMATED CAPITAL RESOURCES

	SUPPORTED CAPITAL (REVENUE) £000	GOVERNMENT GRANTS £000	EARMARKED CAPITAL RECEIPTS £000	CAPITAL CONT. UNAPPLIED £000	EXTERNAL CONTRIBUTIONS £000	REVENUE & EARMARKED FUNDS £000	DISCRETIONARY FUNDING (see list below) £000	TOTAL £000
C&FS (Includes schools DFC)	0	3,500	0	0	13,720	0	-720	16,500
Adults and Communities	0	3,920	0	0	0	0	350	4,270
Environment & Transport	0	21,996	0	0	7,000	0	1,737	30,733
Chief Executives	0	0	0	0	0	0	100	100
Corporate Resources	0	0	0	0	0	0	1,700	1,700
Corporate Programme	0	0	0	0	0	250	36,200	36,450
	0	29,416	0	0	20,720	250	39,367	89,753

\* Grants and reserves likely to be used in 2021/22

Notes:	£000	Earmarked Capital Receipts	£000	Discretionary Funding	£000
<b>Government Grants</b>					
<u>C&amp;FS</u>				Capital Financing Reserve	1,500
DfE Basic Need Capital Grant 24/25	1,000		0		
DfE Maintenance Capital Grant 24/25 **	2,000			General Capital Receipts	
Devolved Formula Capital **	500			New capital receipts	2,000
		<b>External Contributions</b>			
<u>Adult and Communities **</u>		C&FS - Section 106 contributions	13,720		
MHCLG Disabled Facilities Grant - Estimated	3,920	E&T - Section 106 contributions	7,000	Prudential borrowing - using internal cash balance	35,867
			<u>20,720</u>		
<u>Environment &amp; Transport **</u>		<b>Revenue and Earmarked Funds</b>			<u>39,367</u>
DfT LTP Grant Capital Maintenance	11,442				
DfT LTP Grant ITB	2,728	<u>Corporate Programme</u>			
DfT Potheole Grant - Estimated	7,826	Industrial Property Reserve	250		
	<u>29,416</u>		<u>250</u>		

\*\* Grant Allocations not yet known

## CHILDREN & FAMILY SERVICES - CAPITAL PROGRAMME 2021-25

Estimated Completion Date	Gross Cost of Project £000		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
		<b>MAIN GRANT FUNDED PROGRAMME</b>					
		Long Clawson		1,250			1,250
		Whetstone		1,500			1,500
							0
		Primary School Places		1,500			1,500
		Secondary School Places		3,300			3,300
		Zero Carbon/COVID Contingency	500				500
							0
Mar-25	58,321	<b>Provision of Additional School Places</b>	<b>29,543</b>	<b>9,478</b>	<b>5,300</b>	<b>14,000</b>	<b>58,321</b>
		<b>SEND Programme</b>					
Mar-22	500	Social Emotional Mental Health (SEMH) Units	500				500
Mar-22	500	SEMH Special School - LA Developed	500				500
Mar-24	9,500	SEMH Special School - Free School	500	1,000	8,000		9,500
Mar-22	500	Communication and Interaction Difficulty Units	500				500
Mar-22	3,000	Expansion of Special Schools	3,000				3,000
							0
		<b>Sub-total - SEND Programme</b>	<b>5,000</b>	<b>1,000</b>	<b>8,000</b>	<b>0</b>	<b>14,000</b>
Mar-25	8,000	Strategic Capital Maintenance	2,000	2,000	2,000	2,000	8,000
Mar-25	2,000	Schools Devolved Formula Capital	500	500	500	500	2,000
Mar-24	600	Schools Access / Security	200	200	200		600
Mar-24	2,500	Assessment & Resi Multi-functional properties x 4	1,260	190	50		1,500
							0
		<b>Other Capital</b>	<b>3,960</b>	<b>2,890</b>	<b>2,750</b>	<b>2,500</b>	<b>12,100</b>
		<b>Overall Total</b>	<b>38,503</b>	<b>13,368</b>	<b>16,050</b>	<b>16,500</b>	<b>84,421</b>

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

New Area Special School

## ADULTS & COMMUNITIES - CAPITAL PROGRAMME 2021-25

Estimated Completion Date	Gross Cost of Project £000		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
Mar-22	3,730	Hamilton Court/Smith Crescent - NWL Development - Improved Service User Accommodation	2,130				2,130
Mar-25	15,680	Disabled Facilities Grant (DFG)	3,920	3,920	3,920	3,920	15,680
		Changing Places/Toilets (Personal Assistance)	30	30			60
							0
			<b>6,080</b>	<b>3,950</b>	<b>3,920</b>	<b>3,920</b>	<b>17,870</b>
		Social Care Investment Plan (SCIP):					
Mar-25	5,500	Specialist Dementia Facility - Coalville	1,900	2,550	600	350	5,400
Mar-22	4,500	SCIP - Additional Schemes to be confirmed - balance	1,619				1,619
							0
		Sub-Total SCIP	<b>3,519</b>	<b>2,550</b>	<b>600</b>	<b>350</b>	<b>7,019</b>
		Total A&C	<b>9,599</b>	<b>6,500</b>	<b>4,520</b>	<b>4,270</b>	<b>24,889</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

## ENVIRONMENT & TRANSPORT - CAPITAL PROGRAMME 2021-25

Estimated Completion Date	Gross Cost of Project £000		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
		<u>Major Schemes</u>					
Mar-24	63,500	Melton Mowbray Distributor Road - North and East Sections	9,460	36,240	10,882		56,582
Mar-25	34,900	Melton Distributor Road - Southern Section	4,000	15,200	8,200	7,000	34,400
Mar-23	12,430	Zouch Bridge Replacement - Construction and Enabling Works	3,160	5,194	2,000		10,354
Mar-21	24,830	M1 Junction 23 / A512 Improvements	368				368
Mar-25	8,100	County Council Vehicle Replacement Programme	1,730	2,270	1,900	2,200	8,100
Mar-25	9,080	Advance Design / Match Funding	1,995	2,424	2,405	2,562	9,386
Mar-22	5,400	A511/A50 Major Road Network - Advanced design	1,740				1,740
Mar-22	10,740	Anstey Lane A46 (subject to £4.1m Leicester City contribution)	222				222
Mar-23	2,000	M1 Junction 20a - Advanced design	900	513			1,413
Mar-24	5,300	Melton Depot - Replacement			5,000		5,000
			<b>23,575</b>	<b>61,841</b>	<b>30,387</b>	<b>11,762</b>	<b>127,565</b>
		<u>Transport Asset Management</u>					
Mar-25	47,870	Capital Schemes and Design		15,751	14,307	17,811	47,869
Mar-21	2,885	Bridges	2,885				2,885
Mar-21	630	Flood Alleviation- Environmental works	631				631
Mar-21	190	Street Lighting	190				190
Mar-21	2,500	Traffic Signal Renewal	2,500				2,500
Mar-21	250	Preventative Maintenance - (Surface Dressing)	249				249
Mar-21	4,000	Restorative (Patching)	4,000				4,000
Mar-21	7,225	Safety Barrier etc	7,226				7,226
Mar-21	50	Public rights of way maintenance	50				50
Mar-21	25	Network Performance & Reliability	24				24
Mar-21	55	Hinckley Hub (Hawley Road) - NPIF	54				54
Mar-22	5,655	Safety Schemes	3,800				3,800
Mar-22	792		792				792
			<b>22,401</b>	<b>15,751</b>	<b>14,307</b>	<b>17,811</b>	<b>70,270</b>
		<u>Environment &amp; Waste</u>					
Mar-22	5,500	Kibworth Site Redevelopment (Commitments b/f)	3,634	1,000			4,634
Mar-22	9,000	Waste Transfer Station Development (Commitments b/f)	3,500	4,462			7,962
Mar-22	500	Recycling Household Waste Sites - Works	300				300
Mar-25	1,856	Recycling Household Waste Sites - General Improvements	254	210	232	1,160	1,856
Mar-23	340	Mobile Plant	170	170			340
			<b>7,858</b>	<b>5,842</b>	<b>232</b>	<b>1,160</b>	<b>15,092</b>
		<b>Total E&amp;T</b>	<b>53,834</b>	<b>83,434</b>	<b>44,926</b>	<b>30,733</b>	<b>212,927</b>

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

New Melton RHWS  
 MMDR - North & East latest OBC + Contingency  
 Contingency for Major projects/ Additional bid development/match funding  
 Lutterworth Spine Road  
 Windrow Composting Facility  
 Compaction equipment  
 Whetstone mobile plant  
 A511 MRN Corridor  
 Safety Schemes (Accident Reduction Initiatives)



**CHIEF EXECUTIVES - CAPITAL PROGRAMME 2021-25**

Estimated Completion Date	Gross Cost of Project £000		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
Mar-25	400	Leicestershire Grants	100	100	100	100	400
Mar-22	2,900	Rural Broadband Scheme - Phase 3	1,850				1,850
		<b>Total Chief Executives</b>	<b>1,950</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>2,250</b>

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

Relocation of Hinckley Registry Office  
 Rural Broadband Scheme

## CORPORATE RESOURCES - CAPITAL PROGRAMME 2021-25

Estimated Completion Date	Gross Cost of Project £000		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
		<u>ICT</u>					
Mar-24	920	Corporate ICT Programme	0	420	500		920
Mar-24	400	Workplace Strategy - ICT Infrastructure	0	150	250		400
Mar-25	3,700	Workplace Strategy - End User Device (PC, laptop)	900	800	400	1,000	3,100
Mar-25	1,000	Internal Firewall Replacement	300		0	700	1,000
Mar-22	200	Cisco Core Network Switch Replacement	200				200
Mar-23	80	SolarisServer Refresh	20	60			80
		Sub total ICT	<b>1,420</b>	<b>1,430</b>	<b>1,150</b>	<b>1,700</b>	<b>5,700</b>
		<u>Property Services</u>					
Mar-22	4,420	Melton, Sysonby Farm Development - site preparation and infrastructure works	2,465				2,465
Mar-24	1,200	Workplace Strategy - property costs, dilapidations and refurbishments	400	400	400		1,200
Mar-23	440	County Hall Lift Replacement Scheme	50	150	130		330
Mar-22	85	Romulus Court - IT environmental monitoring (subject to approach review)	85				85
Mar-22	110	County Hall - Fire Compartmentation	110				110
Mar-22	110	Coalville Office - Window replacement - Environmental improvements	110				110
		Sub total Strategic Property	<b>3,220</b>	<b>550</b>	<b>530</b>	<b>0</b>	<b>4,300</b>
		<u>Climate Change - Environmental Improvements</u>					
Mar-24	980	Score + (Schools Energy Efficiency Scheme)	330	330	320		980
Mar-23	200	Electric Vehicle Car Charge Points	100	100			200
Mar-23	110	Minimum Energy Efficiency Standards	55	55			110
		Sub total Energy	<b>485</b>	<b>485</b>	<b>320</b>	<b>0</b>	<b>1,290</b>
		<b>Total Corporate Resources</b>	<b>5,125</b>	<b>2,465</b>	<b>2,000</b>	<b>1,700</b>	<b>11,290</b>

## **CORPORATE RESOURCES - CAPITAL PROGRAMME 2021-25**

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

Major System Replacements, IAS, Mosaic, Capita One, STADS, PAMS, s106 system

#### Strategic Property Future Developments

C Hall Eastern annexe - replacement roof and cladding to enable collections hub

C Hall Eastern annexe - internal adaptations to enable collections hub

#### ICT Future Development:

Remote Access

Network Connectivity (Resiliency)

Hyperconverged Infrastructure

Backup System Replacement

WDM Equipment (DC to DC Connectivity Hardware)

Telephony Equipment

LoadBalancers

Mobile Smartphone Refresh

Solaris Storage

#### Country Parks Future Developments:

Watermead CP - Visitor Centre Toilets and Café

Market Bosworth Park - Café

Country Parks - ticketless parking at Broombriggs, Bosworth Battlefield and Watermead CP

Ashby Woulds Heritage Trail - resurfacing

Broombriggs Farm Cottage - refurbishment

#### Climate Change Future Developments:

Energy & Water Strategy - Invest to save

Eastern Annexe - Solar Panels and Rain Water Harvesting

Stud Farm - Solar PV

## CORPORATE - CAPITAL PROGRAMME 2021-25

Estimated Completion Date	Gross Cost of Project £000		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
		<b>Corporate Asset Investment Fund (CAIF)</b>					
Sep-21	6,390	Quorn Solar Farm	6,390				6,390
Mar-22	7,490	Quorn Barrow Road Industrial Units (Carbon Neutral)	0	7,490			7,490
Mar-25	1,300	County Farms Estate - General Improvements	700	200	200	200	1,300
Mar-25	1,080	Industrial Properties Estate - General Improvements	330	250	250	250	1,080
Mar-23	2,750	M69 Junction 2 - SDA	2,530	200			2,730
Mar-23	8,200	Leaders Farm, Phase 2 - Ind Units and x2 Drive Thru Restaurants	0	8,000			8,000
tdc	5,000	East of Lutterworth SDA (planning and preparatory works)	1,000	4,000			5,000
Mar-25	39,000	Asset Acquisitions / New Investments - subject to Business Case	0	10,000	12,000	17,000	39,000
		Sub total CAIF	<b>10,950</b>	<b>30,140</b>	<b>12,450</b>	<b>17,450</b>	<b>70,990</b>
		<b>Future Developments</b>					
Mar-25	50,000	Future projects - subject to business cases	5,000	10,000	16,000	19,000	<b>50,000</b>
		<b>Total Corporate Programme</b>	<b>15,950</b>	<b>40,140</b>	<b>28,450</b>	<b>36,450</b>	<b>120,990</b>

## APPENDIX G

# CAPITAL STRATEGY 2021-2025

## Introduction

This strategy sets out the County Council's approach to compiling the capital programme, its priorities, availability of funding and financial management.

The County Council's capital programme is derived primarily from the Strategic Plan. It aligns with departmental commissioning and service plans to ensure a prioritised, joined up use of resources to maximise outcomes for all Leicestershire service users, citizens and other stakeholders.

This strategy links to the Medium Term Financial Strategy, the Corporate Asset Investment Fund (CAIF) Strategy and the Treasury Management Strategy. The CAIF Strategy sets out the Council's approach to non-Treasury Management investments made primarily for the purpose of generating an income and supporting economic development. The level of funding available for the CAIF is determined by the Capital Strategy.

The overall approach to developing the capital programme is based upon the following key principles;

- To invest in priority areas of growth, including roads, infrastructure, economic growth, including forward the forward funding of projects;
- To invest in projects that generate a positive revenue return (spend to save);
- To invest in ways which support delivery of essential services;
- Passport Government capital grants received for key priorities for highways and education to those departments.
- Maximise the achievement of capital receipts.
- Maximise other sources of income such bids to the LLEP, section 106 housing developer contributions and other external funding agencies.
- No or limited prudential borrowing (only if the returns exceed the borrowing costs).

## Funding Sources

The approach to funding is:

### External Funding

- Central Government Grants – passport grants to the relevant departments, even when not ring fenced.
- External Grants - maximise bids for funding from external sources including providing matched funding where appropriate to do so, subject to approval of fulfilment conditions and any contingent liabilities.
- External Contributions – maximise section 106 developer claims/ contributions to cover the full capital costs.

### Discretionary Programme

- Capital Receipts – maximise individual receipts and use to fund the discretionary capital programme.

- Earmarked Capital Receipts – only to be used in situations where this is an unavoidable requirement of an external party, for example, there is a requirement to gain DfE approval for the disposal of education assets, with the related receipts to be earmarked to education assets. These will be reviewed on a case by case basis to ensure the requirement is met and to consider options for substitution of discretionary funding where appropriate.
- Revenue underspends and surplus earmarked funds – review opportunities as they arise to contribute to the discretionary capital programme.
- Prudential borrowing – only to be used after all other available funding and only then where the incremental costs are fully funded from savings from the new investment. Internal borrowing (from County Council cash balances) would be prioritised over external borrowing.
- Leasing – Due to the County Council's ability to access relatively inexpensive funding rental/ lease proposals need to be appraised to ensure additional benefits justify the financing cost.

### Other

- Renewal Earmarked Funds – held to make an annual contribution reflecting the life and replacement cost of the asset. Use when the service is externally funded (commercial, partnerships, specific grants) or small scale asset owned by an individual service. Larger more significant assets will be funded through the discretionary capital programme.
- Building Maintenance – funded through the Central Maintenance (revenue) Fund (CMF). Significant lifecycle replacements to be funded through the discretionary capital programme.
- Tax Incremental Financing (TIF) – investment repaid from additional income generated, for example additional Business Rates.

## Capital Requirements

### Children's and Family Services

Demand	£	Funding
Meet demand for new school places. Meet increasing demand for SEN places	High High	Central Government grants Developer contributions (section 106)
Maintenance and renewal for: Maintained school estate Children's Centres	High Low	Central Government grants Discretionary Programme
Children's social care (minimal demand as commissioned service)	Low	Spend to save

### Adults and Communities

Demand	£	Funding
Adult Accommodation Strategy	High	Discretionary programme
Disabled Facilities Grant	Mid	Central Government grants
Maintenance and renewal for: Libraries & Heritage Community Libraries	Low Low	Discretionary programme Support external funding bids
Adult Social Care (minimal demand from commissioned service)	Low	Spend to save

## Public Health

Demand	£	Funding
Public Health (minimal demand from commissioned service)	Low	Spend to save

## Environment and Transport

Demand	£	Funding
Maintenance of the highway infrastructure (using asset management principles)	High	Central Government grants/ Discretionary programme
New Waste Transfer Station	High	Discretionary programme
Improvement to the highway infrastructure		External Funding
Major schemes	Mid	Central Gov't grants (inc. LLEP, TIF)
Minor Schemes	Mid	Central Government grants
Advanced Design	Mid	Discretionary programme
County Council vehicle replacement programme	Mid	Discretionary programme
Maintenance and renewal of waste management infrastructure	Mid	Discretionary programme

## Chief Executives

Demand	£	Funding
Economic Development (e.g. Broadband)	Mid	Central Government and External grants Discretionary programme (inc. TIF)
Programme of small shire community grants	Low	Discretionary programme
Other Services	Low	Spend to save, Discretionary programme

## Corporate Resources

Demand	£	Funding
ICT Infrastructure		
Renew and expand the current corporate estate	Mid	Discretionary programme
Major ICT upgrades and replacements		Discretionary programme + Spend to save
Property Estate*	Mid	
Regulatory compliance		Discretionary programme
Expansion and replacement		Spend to save
Climate Change		
Environmental Improvements	Mid	Spend to save
Transformation/change	Low	Spend to save

\* maintenance of current properties funded from central maintenance fund (revenue budget)

## Corporate Programme

Demand	£	Funding
Corporate Asset Investment Fund	High	Spend to save

## Future Developments Programme

Demand	£	Funding
Including: New Area Special School Children's Social Care Additional School and Highways Infrastructure (from housing growth) Adult Accommodation Strategy Collections Hub New Recycling and Household Waste Site Major ICT system replacements Country Parks Strategy Climate Change Strategy Efficiency & Productivity Investment Contingency for major schemes	High	Discretionary Funding One off revenue and earmarked fund contributions Reinvest returns Spend to save

### External Funding

To ensure that funding is at the required level the following approach will be taken.

#### Children and Family Services

Maximise DfE capital grant through up to date capacity assessments and school place data. Submit bids, where appropriate to do so, for additional DfE capital funding when available. Take opportunities to lobby the DfE for additional funding.

#### Adults and Communities

Work with District Councils and other partners to ensure that the Disabled Facilities Grant is at an appropriate level and how it is spent to reduce the costs of adult social care. Take opportunities to lobby the Department of Health for Social Care infrastructure grants.

#### Environment and Transport

Maintain Highways Infrastructure Asset Management Planning Level 3. Invest in advance design and business case development work focused on government priorities to access capital grants (which are increasingly being channelled through bidding processes) and developer funding.

#### Section 106 Contributions / Forward Funding

Maximise section 106 contributions through recovery of the total costs of required developments and regular review of key assumptions used (at least annually).

Where funding of capital expenditure is required in advance of the receipt of section 106 income (usually paid on completion of trigger points) projects may require initial cash flow by the County Council or from rescheduling grant expenditure.

The County Council recognises the need to forward fund investment in infrastructure projects to enable new schools and roads to be built and unlock growth in Leicestershire before funding, mainly from section 106 developer contributions, is received. Forward funding of £13m for highways ((in addition to £17.4m added in



the 2020/21 capital programme). When the expected developer contributions are received, they will be earmarked to the capital programme, to reduce the dependency on internal cash balances in the future.

Forward funding presents a significant financial commitment for the County Council, but should ensure:

- External funding is maximised, through successful bids.
- The final cost of infrastructure investment is reduced (compared with what it would be if construction was delivered incrementally as and when smaller developments come forward).
- The design is optimised, to benefit of the local community.

There are risks involved in managing and financing a programme of this size. There is reduced scope for funding additional schemes that are identified in the future. And an increased reliance on developer contributions through section 106 agreements means that it may take many years for investment to be repaid. This could be further compounded in the event of an economic slowdown. To this end, support of district councils is essential to ensure the agreements reached with developers mitigate these risks.

## Tax Incremental Financing

The County Council will work with District Councils on construction schemes that unlock infrastructure and housing growth and seek agreements to fund the work from linked Council Tax, Business Rates growth and additional New Homes Bonus Scheme grant.

## Summary

The 4 year capital programme 2021-25 totals £450m. External funding from capital grants, section 106 agreements and third party contributions totals £243m. Without this funding being available schemes of any significant size would not be affordable by the County Council.

## Discretionary Funding

The discretionary capital programme totals £207m for the period 2021-25. Funding is from the sale of County Council capital assets (capital receipts), MTFS revenue contributions and surplus earmarked funds. Discretionary funding can also include prudential borrowing, which is unsupported by central government with the costs of financing the borrowing undertaken falling on the County Council's revenue budget.

## Capital receipts

Property Services are responsible for identifying additional capital receipts and maximising the sale value of surplus assets. Property Services will seek opportunities to maximise the value of surplus land, for instance by obtaining planning permission. The targets for new capital receipts to fund the 2021-25 capital programme, are:

	General £m	Earmarked £m	Total £m
2021/22	2.0	5.5	7.5
2022/23	2.0	-	2.0
2023/24	2.0	0.2	2.2
2024/25	2.0	-	2.0
Total	8.0	5.7	13.7

The estimates are higher in the earlier years reflecting the increased confidence in the sale of those assets.

## Revenue Funding

The capital programme 2021-25 includes a total of £50m in revenue funding of capital.

On-going revenue - £7m (£2.5m in 21/22, then £1.5m from 2022/23 allocated in the MTFS.

One-off revenue - £43m is allocated in the MTFS/ earmarked funds. These have arisen from past:

- Opportunities from underspends – cannot be relied upon going forward.
- MTFS risk contingency
- Surplus earmarked funds no longer required

## Other

For invest to save schemes, a discount rate of 6% will be used, including inflation, (3.5% for energy projects) as part of the net present value assessment in the business case. Only projects that show a positive return using these rates will be considered for inclusion in the capital programme.

## Funding from Internal Balances

A total of £143m in funding required is included within the capital programme to fund the programme and enable investment in schools and highway infrastructure to be made. Over the next 10 to 15 years it is anticipated that circa £30m of this funding will be repaid through the associated section 106 developer contributions.

Due to the strength of the County Council's balance sheet, it is possible to use internal balances (cash balances) to fund the capital programme on a temporary basis instead of raising new loans. Levels of cash balances held by the Council, currently £287m, comprise the amounts held for earmarked funds, provisions, Minimum Revenue Provision (MRP) set aside for the repayment of debt, and working capital of the Council. The cost of raising of external loans currently exceeds the cost of interest lost on cash balances by circa 2.5%.

The overall cost of using internal balances to fund £143m of investment is estimated to be £6m per annum by 2025, comprising MRP of £4m and reduced interest from

investments of £2m. This is a prudent assessment as the impact will reduce in future years as the funding is repaid.

The County Council's current level of external debt is £263m. As described above this is not anticipated to increase during the MTFs.

## Affordability

The impact of the discretionary programme on the revenue budget, and forecast at the end of the MTFs is:

£m	2018/19	2019/20	2020/21	2024/25
Revenue	0.7	0.7	1.5	1.5
MRP	10.4	10.0	6.0	8.8
Interest*	13.9	13.9	14.0	17.1
<b>On-going revenue Total</b>	<b>25.0</b>	<b>24.6</b>	<b>21.5</b>	<b>27.4</b>
% Revenue budget	6.9%	6.5%	5.5%	6.1%
Voluntary MRP	0.0	0.0	0.0	0.0
One-off revenue	25.2	50.3	22.4	0.0
<b>One-off revenue</b>	<b>25.2</b>	<b>50.3</b>	<b>22.4</b>	<b>0.0</b>
<b>Total</b>	<b>50.2</b>	<b>74.9</b>	<b>43.9</b>	<b>27.4</b>
% Revenue budget	13.9%	19.8%	11.3%	6.1%

\*includes reduction in income received from transferred debt, plus interest cost of internal borrowing.

To ensure the discretionary programme remains affordable the following approach is taken to manage the MRP and interest charges:

- No new external borrowing to finance capital expenditure.
- Temporarily use internal balances from the overall council cash balances in advance of their designated use.
- Review opportunities to repay debt.
- Re-profiled MRP in 2020/21 to be commensurate with the average age of assets funded from borrowing and delay the impact on the revenue budget. It should be noted that this does not reduce the amount to be set aside but delays the period over which it is to be paid.

## Capital Financing Requirement

The CFR is the measure of the Council's historic need to borrow for capital purposes. As at 31st March 2021 the CFR is forecast to be £232m compared with actual debt of £263m. The difference is a temporary 'over-borrowed' position pending future scheduled debt repayments and new prudential borrowing requirements. The forecast annual cost of borrowing in 2021/22 is £19m rising to £23m by 2023/24. The financing costs (external interest and MRP) are met from the revenue budget.

The planned use of internal cash balances to fund the four year capital programme will add £143m to the CFR. Together with reductions made by MRP, the CFR is forecast to be £347m by the end of the MTFs (31 March 2025). Assuming no new borrowing is undertaken in this period, actual debt would be £256m at that time, resulting in an under-borrowed position of £91m. This can be managed as interest

charges for new debt is forecast to continue to be higher than the interest that can be earned on cash balances.

The detailed approach to this is covered in the Treasury Management Strategy, approved by the County Council annually in February.

## **Financial Management of the Capital Programme**

### **Prioritising the Programme**

The approach to compiling the capital programme is through a combination of service requirements developed by each relevant department, statutory requirements and asset management planning.

For land and building assets, Strategic Property, in conjunction with service areas, develops all the estate strategies, asset management plans and property elements of the corporate capital and revenue programmes. They seek to ensure that the County Council is making full use of all assets, and any under-performing or surplus assets are identified and dealt with by either their disposal or investment to improve their usage. Outcomes from condition survey information together with on-going reviews of the property portfolio feed into the capital programme and revenue budget. The Corporate Asset Management Plan, which promotes the rationalisation of property assets, reducing running costs and cost effective procurement of property and property services is reported annually to the Cabinet.

The County Council operates the Corporate Asset Investment Fund (CAIF) which invests in assets to achieve both economic development and investment returns. A copy of the CAIF strategy is attached to the MTFS report. The CAIF operates through the Corporate Asset Investment Fund Strategy with a view to:

- Generate an income stream which increases the Council's financial resilience given the decrease in government funding
- Supports the delivery of front line services through increased income generation, or through capital investments that will reduce operating costs.
- Supports the Council's strategic objective of affordable and quality homes through helping to unlock and accelerate developments
- Manage investment risk by investing in diverse sectors
- Meet the objectives of the Council's Corporate Asset Management Plan, Strategic Plan, its Economic Growth Plan and the County-wide Local Industrial Strategy
- Maximise returns on Council owned property assets

Current holdings plus schemes in the 2020/21 capital programme will result in a total holding of £189m. A fund of £71m has been included the draft 2021 to 2025 MTFS to bring the fund to the notional target of achieving a holding of £260m. Appraisal includes external due diligence performed before each purchase.

The corporate programme also includes additional funding of £50m for the Future Developments fund. The Fund is held to contribute towards schemes that have been identified but are not sufficiently detailed for inclusion in the capital programme

at this time. There is a long list of projects that may require funding over the next 4 years. These include investment in infrastructure for schools and roads arising from increases in population, investment in health and social care service user accommodation, highways match funding of capital bids, and investment in the efficiency and productivity programme. The list of future developments is continually refreshed. Bids against the fund will be managed through prioritisation and where possible the identification of alternative funding sources. This approach forms part of the wider strategy to ensure that the capital programme is deliverable, affordable and the risks are understood, in line with CIPFA's requirements.

For highways and associated infrastructure needs, the Council's key transport policy document is the Local Transport Plan. This provides the long term strategy within which the Council manages and maintains its network. In light of the continuing financial challenge the Council's priority is only to add to the highway network where this will help to enable new housing and jobs. Furthermore, additions will normally be considered only in circumstances where specific external funding can be secured to achieve this.

Further improvements to the highway network will require continued pursuit of external resources such as Government grants and developer funding. Government grants include bids to funds including Growth Fund (through the LLEP), the Growth and Housing Fund, the National Productivity Investment Fund, Local Authorities Majors Fund and the Housing Investment Fund. In order to maximise the impact of funding that can be secured for improvements, the County Council is doing more to define the roles of the various elements of the road network so that it is able to target investment where it will be of most benefit, particularly in terms of supporting economic prosperity and growth.

Bids for funding from the discretionary programme require the completion of a capital appraisal form for each project. The forms collate detailed information on the proposed project including justification against strategic outcomes, service objectives, statutory requirements and/or asset management planning, timelines, detailed costings including revenue consequences of the capital investment, and risks to delivery. All bids for land and building projects are also supplemented by a Strategic Property scoping and assessment form. Bids are then prioritised and assessed against the discretionary funding available. The revenue costs and savings associated with approved capital projects are included in the revenue budget.

Where schemes have not yet been fully developed these are included as future developments in the capital programme. As schemes are developed they are assessed against the available resources and included in the capital programme as appropriate.

## Financial Management of Delivery

The key risks to the delivery of the capital programme are overspending against the approved budget, delays in the delivery of projects/programmes thereby delaying the

expected benefits, and delays in or non-receipt of external contributions towards the cost of the scheme.

To ensure that capital spending and the delivery of this strategy is effectively managed:

- Programmes being reviewed in light of the most up to date information around funding available and latest priorities.
- All schemes within the programme being monitored regularly, usually monthly.
- Financial progress being reported on a regular basis throughout the year and at year end to the Cabinet and Scrutiny Commission to update them on progress and any significant variations in costs.
- Projects part or wholly funded by external contributions being separately monitored to ensure compliance with any funding conditions applicable.
- All projects are assigned a project manager appropriate to the scale of the scheme.
- The procurement of projects within the capital programme following the Council's approved contract procedure rules and where applicable the Public Contract's Regulations 2015.