

APPENDIX C

References

2017/18	2018/19	2019/20	2020/21
£000	£000	£000	£000

GROWTH**CHILDREN & FAMILY SERVICES****Demand & cost increases**

G1	Demographic growth- Social Care Placements	860	1,710	2,550	3,380
G2	Social Work pressures: case load reduction /quality assurance	510	510	510	510
G26	One-off contribution to Supporting Leicestershire Families	300	0	0	0
	Total	1,670	2,220	3,060	3,890

ADULTS & COMMUNITIES**Demand & cost increases**

**	G3	Older people - new entrants and increasing needs in community based services and residential admissions	560	1,770	2,920	4,110
**	G4	Learning Disabilities - new entrants including children transitions and people with complex needs	1,320	3,480	5,610	7,550
**	G5	Mental Health - new entrants in community based services	160	320	430	540
**	G6	Physical Disabilities - new entrants in community based services	30	130	250	360
		Other increases				
*	G7	Deprivation of Liberty Safeguards (DOLS) - increased team costs-post Supreme Court judgement	700	700	700	700
	G27	Additional Adult Social Care Support	2,140	0	0	0
	Total	4,910	6,400	9,910	13,260	

PUBLIC HEALTH**Reduced Income**

**	G8	Reductions to Public Health specific grant(offsetting savings are included)	650	1,310	1,960	1,960
		Demand & cost increases				
	G9	Integrated Sexual Health Service - increased testing expected as result of new Pre Exposure Prophylaxis treatment for HIV risk groups	50	90	110	130
	Total	700	1,400	2,070	2,090	

ENVIRONMENT & TRANSPORT**Highways & Transport****Demand & cost increases**

**	G10	Special Educational Needs transport - increased client numbers/costs	1,720	2,085	2,465	2,860
*	G11	Removal of time-limited growth - Special Educational Needs transport	-700	-700	-700	-700
*	G12	Removal of time-limited growth - Highways Maintenance	-3,000	-3,000	-3,000	-3,000
	Total	-1,980	-1,615	-1,235	-840	

Environment**Demand & cost increases**

**	G13	Landfill Tax - annual increases linked to RPIX	135	365	600	845
*	G14	Recycling (and Reuse) Credits	190	290	390	390
**	G15	Waste tonnage increases	650	920	1,165	1,425
	Total	975	1,575	2,155	2,660	
	Total	-1,005	-40	920	1,820	

CHIEF EXECUTIVES**Demand & cost increases**

**	G16	Hardship and Crisis Support	0	100	100	100
*	G17	Business Intelligence System (one-off growth)	-120	-120	-120	-120
	G18	Coroners	130	130	130	130
	G19	County Council's contribution to the running of the Combined Authority	150	150	150	150
	Total	160	260	260	260	

CORPORATE RESOURCES**Demand & cost increases**

**	G20	ICT infrastructure costs and consequences of capital spend	265	265	265	265
	G21	Intranet ongoing maintenance	105	105	105	105
**	G22	Strategic Property resources to manage and develop the property assets	0	250	250	250
	G23	Information & Records Management and Data Compliance Regulations	130	110	90	90
	G24	Cyber breach insurance	35	35	35	35
	Total	535	765	745	745	

Corporate Growth

	G25	Social Care growth contingency			2,000	3,000
	TOTAL	6,970	11,005	18,965	25,065	

Overall net additional growth

4,035 7,960 6,100

* items unchanged from previous Medium Term Financial Strategy

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

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SAVINGS**References used in the following tables**

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Eff - Efficiency saving

SR - Service reduction

Inc - Income

CHILDREN & FAMILY SERVICES**Transformation**

**	CF1	Eff	New Departmental Operating Model	-200	-500	-500	-500
**	CF2	Eff	Reduced cost / demand Social Care Placements	-1,000	-2,100	-3,190	-4,260
	CF3	Eff/SR	Admin / Business Support Review	-100	-250	-250	-250
			<u>Early Help and Prevention (EHAP) Review</u>				
	CF4	Eff/SR	Review Children's Centre Programme - EHAP Review			-1,000	-1,000
	CF5	SR	Reprocurement of Contract for Careers Information, Advice & Guidance: EHAP Programme		-340	-340	-340
			Total	-1,300	-3,190	-5,280	-6,350

Departmental

	CF6	Eff/SR	Review contribution to LSCB	-40	-40	-40	-40
	CF7	SR	Review LEEP activity	-245	-245	-245	-245
	CF8	Inc	Education of Children in Care	-95	-95	-95	-95
	CF9	Inc	Charge for Academy Conversion	-70	-70	-70	-70
	CF10	Eff/Inc	Review the Educational Psychology Service	-75	-200	-300	-300
			<u>Early Help and Prevention (EHAP) Review</u>				
*	CF11	SR	Remodelling Early Help	-110	-110	-110	-110
	CF12	SR	Review of Departmental Early Help Services		-500	-500	-500
	CF13	SR	Reprocurement of Contract for Careers Information, Advice & Guidance: Departmental Activity		-360	-360	-360
			Total	-635	-1,620	-1,720	-1,720

TOTAL

-1,935	-4,810	-7,000	-8,070
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Dedicated Schools Grant Savings**Transformation**

Review Specialist Teaching Services	-790	-1,350	-1,350	-1,350
Reduced Cost / Demand SEN Placements	-725	-1,495	-1,495	-1,495
	-1,515	-2,845	-2,845	-2,845

Departmental

Reduce Budget Allocation - Oakfield	-30	-50	-50	-50
	-30	-50	-50	-50
	-1,545	-2,895	-2,895	-2,895

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SAVINGS**ADULTS & COMMUNITIES****Adult Social Care Transformation**

*	AC1	Eff	Outcome Based Commissioning - Helped to Live At Home Project	-1,000	-1,000	-1,000	-1,000
**	AC2	Eff	Review of Equipment and Therapy Services		-250	-350	-350
*	AC3	Eff/SR	Development & implementation of the Adult Social Care workforce strategy	-900	-900	-900	-900
**	AC4	Eff	Review of individual long term residential placement costs	-250	-500	-750	-1,000
**	AC5	Eff/SR	Effective management of Direct Payments and Personal Budget allocations	-600	-1,150	-1,150	-1,150
			Total	-2,750	-3,800	-4,150	-4,400

Departmental

**	AC6	Eff	Review of In-House Services and Shared Lives alternative to residential and day care	-390	-820	-820	-820
**	AC7	SR	External Contract Review	-230	-230	-230	-230
**	AC8	Inc	Increased income from fairer charging and removal of subsidy / aligning increases	-100	-200	-300	-400
*	AC9	SR	Review of Equipment and adaptations	-150	-150	-150	-150
**	AC10	Eff	Developing Extracare as alternative to residential, nursing and homecare	-30	-65	-65	-65
**	AC11	Eff/SR	Review of Supported Living costs	-450	-615	-915	-915
**	AC12	Eff/SR	Delayed saving AC11 from 2016/17	250	250	250	250
*	AC13	Eff/SR	Reablement review	-250	-750	-750	-750
**	AC14	Eff/SR	Review of Community Life Choices costs	-250	-750	-750	-750
*	AC15	Eff	Improvements to the Mental Health pathway	-250	-500	-500	-500
**	AC16	Eff	Reduced financial growth following demand management improvements	-1,000	-1,000	-1,000	-1,000
			Total	-2,850	-4,830	-5,230	-5,330

Total ASC

-5,600	-8,630	-9,380	-9,730
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Communities and Wellbeing Transformation

**	AC17	Eff/SR	Implementation of revised service for communities and wellbeing	-100	-300	-500	-1,300
			Total C&W	-100	-300	-500	-1,300

TOTAL A&C

-5,700	-8,930	-9,880	-11,030
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PUBLIC HEALTH Transformation

**	PH1	SR	Review of smoking & tobacco services and contracts	-480	-480	-480	-480
	PH2	Eff/SR	Early Help & Prevention Review - review on externally commissioned prevention services		-500	-1,000	-1,500
	PH3	Eff/SR	Early Help & Prevention Review - A&C departmental saving requirement	-130	-130	-130	-130
			Total	-610	-1,110	-1,610	-2,110
			Departmental				
*	PH4	SR	Review of contracts relating to sexual health services	-195	-195	-195	-195
*	PH5	SR	Other Public Health services	-25	-25	-25	-25
			Total	-220	-220	-220	-220

TOTAL

-830	-1,330	-1,830	-2,330
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SAVINGS**ENVIRONMENT & TRANSPORT****HIGHWAYS & TRANSPORT****Transformation**

**	ET1	Eff/SR	Street Lighting - expected savings from conversion to LEDs including consideration of any further switching off, dimming and part night lighting	-750	-1,500	-1,750	-1,750
**	ET2	Eff/SR /Inc	Revised approach to Highways Maintenance (Looking after Leicestershire) including improvement schemes	-3,000	-3,550	-3,550	-3,550
**	ET3	Eff/SR	Revised TOM for E&T to align directorate with emerging commissioning and procurement strategy	-700	-700	-700	-700
**	ET4	/Inc	Service review of Highway Authority planning processes and charging regimes	-300	-550	-550	-550
**	ET5	Eff/SR /Inc	Delayed savings in Street Lighting (ET1), Highways Maintenance (ET2) and Service Review (ET4)	1,360	1,360	1,360	1,360
Total				-3,390	-4,940	-5,190	-5,190

Departmental

*	ET6	Eff	Further contract renewal savings	-100	-200	-200	-200
**	ET7	Eff	Invest to save - fleet renewal	-135	-135	-135	-135
*	ET8	/Inc	Review of Road Safety strategy and provision	-220	-390	-390	-390
**	ET9	Eff/SR	Review of SEN / Social Care Transport	-125	-250	-250	-250
**	ET10	Eff/SR	Delayed savings in Fleet Renewal (ET7) and Transport (ET9)	95	95	95	95
**	ET11	SR	Public bus services - revised policy on subsidised transport		-1,300	-1,300	-1,300
**	ET12	SR/Inc	County wide parking strategy including residents' parking permits and consideration of charging for on-street parking	-50	-650	-650	-650
Total				-535	-2,830	-2,830	-2,830

Total

-3,925	-7,770	-8,020	-8,020
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ENVIRONMENT**Transformation**

*	ET13	Eff	Revised payment mechanism on Recycling Credits	-85	-85	-85	-85
*	ET14	SR/Inc	Review of Recycling & Household Waste Sites (RHWS) provision	-135	-150	-150	-150
**	ET15	Eff	Revised RHWS delivery model	-250	-400	-400	-400
*	ET16	Eff	Waste & Environment Management	-30	-30	-30	-30
**	ET17	Eff	Revised payment mechanism for recycling credits for dry materials (net saving – gross saving £3.4m)		-600	-1,100	-1,400
Total				-500	-1,265	-1,765	-2,065

Departmental

**	ET18	Eff	Efficiencies from contract procurement/renewal	-50	-190	-250	-305
**	ET19	Eff	Reduced costs of green waste disposal	-250	-250	-250	-250
*	ET20	Eff	Landfill Diversion	-150	-150	-150	-150
**	ET21	Inc	Trade Waste Income	-60	-90	-120	-150
**	ET22	Eff	Waste Initiatives & Waste Strategy Implementation	-50	-80	-80	-80
**	ET23	Eff	Future residual waste strategy				-150
Total				-560	-760	-850	-1,085

Total

-1,060	-2,025	-2,615	-3,150
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TOTAL E&T

-4,985	-9,795	-10,635	-11,170
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SAVINGS**CHIEF EXECUTIVE****Transformation****Departmental**

*	CE1	SR	Funding and support to agencies		-20	-20	-20
**	CE2	Eff	Vacancy Control/ Staff Turnover	-100	-100	-100	-100
*	CE3	Eff	Democratic Services, Administration and Civic support review	-90	-120	-120	-120
*	CE4	Eff	Legal Services review		-80	-80	-80
**	CE5	Inc	Registration Service - Review and increased income	-95	-95	-95	-95
*	CE6	SR	Review Planning, Historic and Natural Environmental Services	-25	-65	-65	-65
**	CE7	SR	Review of Community Centre Funding	-5	-20	-20	-20
**	CE8	Eff	Trading Standards - Service Review and Joint Working	-40	-100	-100	-100
**	CE9	SR	Reduction in the value of Shire Community Grants		-70	-70	-70
**	CE10	SR	Review funding for economic development activity to external agency	-100	-200	-225	-300
			Total	-455	-870	-895	-970

New Savings

	CE11	Eff/SR	Early Help and Prevention Review - reduced contribution to community capacity building		-100	-100	-100
			Total	0	-100	-100	-100

TOTAL

-455	-970	-995	-1,070
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CORPORATE RESOURCES**Transformation**

**	CR1	Eff/Inc	Increasing Commercial Services contribution	-500	-1,250	-2,000	-2,000
			Total	-500	-1,250	-2,000	-2,000

Departmental

**	CR2	Eff	Business Support Review	-65	-170	-170	-170
**	CR3	Eff	Review of Strategic Finance & Assurance	-80	-405	-405	-405
**	CR4	Eff	Human Resources & Organisation Review	-435	-735	-735	-735
**	CR5	Eff	ICT Review (Strategic and Operational)	-535	-1,240	-1,240	-1,240
**	CR6	Eff	Customer Service Centre Review		-130	-130	-130
**	CR7	Eff	Operational Property Review	-270	-400	-400	-400
**	CR8	Eff	Energy & Water efficiencies	-225	-310	-300	-320
*	CR9	Eff	Efficiency savings from sharing services with Nottingham City Council	-200	-200	-200	-200
			Total	-1,810	-3,590	-3,580	-3,600

TOTAL

-2,310	-4,840	-5,580	-5,600
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CENTRAL ITEMS

*	CI1	Inc	Financial Arrangements - growth in ESPO income	-100	-200	-300	-300
	CI2	SR	Review of contributions to Discretionary Discount Funds and LCTS Admin.	-100	-225	-225	-225
			Total	-200	-425	-525	-525

New savings

	CI3	N/A	Minimum Revenue Provision (MRP)		-3,500	-3,500	-3,500
			Total	0	-3,500	-3,500	-3,500

TOTAL

-200	-3,925	-4,025	-4,025
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TOTAL including additional income

-16,415	-34,600	-39,945	-43,295
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Overall net additional savings

-18,185	-5,345	-3,350
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