

APPENDIX C

References

| 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|---------|---------|---------|---------|
| £000 | £000 | £000 | £000 |

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

| | | | | | | |
|--------------|----|--|--------------|---------------|---------------|---------------|
| ** | G1 | Demographic growth- Social Care Placements | 2,265 | 7,715 | 13,075 | 19,250 |
| ** | G2 | Front-line social care staff - increased caseloads | 3,100 | 3,840 | 5,075 | 5,595 |
| ** | G3 | Social Care market premia to support recruitment | 20 | 40 | 60 | 80 |
| ** | G4 | Unaccompanied Asylum Seekers - additional demand | 50 | 100 | 150 | 200 |
| TOTAL | | | 5,435 | 11,695 | 18,360 | 25,125 |

ADULTS & COMMUNITIES**Demand & cost increases**

| | | | | | | |
|--------------|-----|---|---------------|---------------|---------------|---------------|
| ** | G5 | Older people - new entrants and increasing needs in community based services and residential admissions | 15,420 | 15,980 | 16,860 | 17,740 |
| ** | G6 | Learning Disabilities - new entrants including children transitions and people with complex needs | 5,290 | 6,840 | 8,090 | 9,440 |
| ** | G7 | Mental Health - new entrants in community based services and residential admissions | 2,080 | 2,590 | 3,020 | 3,440 |
| ** | G8 | Physical Disabilities - new entrants in community based services | 2,200 | 2,650 | 3,090 | 3,540 |
| | G9 | Care pathway market premia and step up to social work | 350 | 350 | 350 | 350 |
| | G10 | Social Care Investment Programme -staffing resources | 500 | 500 | 500 | 500 |
| TOTAL | | | 25,840 | 28,910 | 31,910 | 35,010 |

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

| | | | | | | |
|--------------|-----|---|--------------|--------------|--------------|--------------|
| ** | G11 | Special Educational Needs transport - increased client numbers/costs | 1,200 | 2,300 | 3,850 | 5,150 |
| | G12 | Resources to support management of risks associated with Capital Programme delivery | 265 | 265 | 265 | 265 |
| | G13 | Resources to address safety compliance matters across Transport Operations | 45 | 45 | 45 | 45 |
| | G14 | Passenger Transport Service | 150 | 150 | 150 | 150 |
| | G15 | Highway Maintenance (LGA subscription saving) | 65 | 65 | 65 | 65 |
| Total | | | 1,725 | 2,825 | 4,375 | 5,675 |

Environment & Waste**Demand & cost increases**

| | | | | | | |
|--------------|-----|---|-------------|-------------|-------------|-------------|
| * | G16 | Waste tonnage increases (temporary growth removed) | -100 | -100 | -100 | -100 |
| ** | G17 | Contribution to Regional Waste Project (temporary growth removed) | 0 | -15 | -50 | -50 |
| Total | | | -100 | -115 | -150 | -150 |

Department Wide

| | | | | | | |
|--------------|-----|--|------------|------------|------------|------------|
| | G18 | HGV Driver Market Premia | 110 | 110 | 110 | 0 |
| | G19 | Hydrotreated Vegetable Oil to replace bunkered diesel (CO2 saving) | 110 | 110 | 110 | 110 |
| Total | | | 220 | 220 | 220 | 110 |

TOTAL E&T

| | | | |
|--------------|--------------|--------------|--------------|
| 1,845 | 2,930 | 4,445 | 5,635 |
|--------------|--------------|--------------|--------------|

CHIEF EXECUTIVES**Demand & cost increases**

| | | | | | | |
|--------------|-----|---|------------|------------|------------|------------|
| | G20 | Connectivity (Broadband) Team - core funding until 2023/24; sources of external funding to be explored | 5 | 10 | -220 | -220 |
| | G21 | Midland Engine subscription | 20 | 20 | 20 | 20 |
| | G22 | Coroner's Service - additional costs from Leicester City due to increase in number of cases | 80 | 80 | 80 | 80 |
| | G23 | Trading Standards -additional responsibilities placed on the service by the Government and an increase in demand for service delivery | 120 | 120 | 120 | 120 |
| | G24 | Carbon Reduction Programme | 135 | 135 | 135 | 135 |
| | G35 | Leicestershire Grants | 150 | 150 | 150 | 150 |
| TOTAL | | | 510 | 515 | 285 | 285 |

| References | | 2022/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 |
|--------------------------------------|---|-----------------|-----------------|-----------------|-----------------|
| <u>GROWTH</u> | | | | | |
| <u>CORPORATE RESOURCES</u> | | | | | |
| Demand & cost increases | | | | | |
| * | G25 | | | | |
| | Customer Service Centre - support service levels (temporary growth removed) | -100 | -200 | -200 | -200 |
| ** | G26 | 325 | 325 | 325 | 325 |
| | G27 | 145 | 145 | 145 | 145 |
| | G28 | | | | |
| | ICT service desk and project support resources to meet increased demands | 110 | 110 | 110 | 110 |
| | G29 | | | | |
| | Health, safety & wellbeing - increased demands and legislative changes to fire safety regulations | 75 | 100 | 100 | 100 |
| | G30 | 50 | 50 | 50 | 50 |
| | G31 | 0 | 70 | 70 | 70 |
| | G32 | 1,150 | 1,150 | 1,150 | 1,150 |
| | G33 | 100 | 100 | 100 | 100 |
| | TOTAL | 1,855 | 1,850 | 1,850 | 1,850 |
| <u>CORPORATE GROWTH</u> | | | | | |
| ** | G34 | | | | |
| | Growth contingency | 0 | 7,085 | 13,635 | 20,000 |
| | TOTAL | 0 | 7,085 | 13,635 | 20,000 |
| TOTAL GROWTH | | 35,485 | 52,985 | 70,485 | 87,905 |
| <i>Overall net additional growth</i> | | | 17,500 | 17,500 | 17,420 |

References

| 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|---------|---------|---------|---------|
| £000 | £000 | £000 | £000 |

SAVINGS

References used in the following tables

* items unchanged from previous Medium Term Financial Strategy

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

Eff - Efficiency saving

SR - Service reduction

Inc - Income

| | | | 2022/23 | 2023/24 | 2024/25 | 2025/26 | |
|--|------|---------|--|----------------|----------------|----------------|----------------|
| | | | £000 | £000 | £000 | £000 | |
| <u>CHILDREN & FAMILY SERVICES</u> | | | | | | | |
| ** | CF1 | Eff | Pathways workstream - Focus on prevention, drift and duration of interventions across all pathways | -1,055 | -1,270 | -1,335 | -1,450 |
| ** | CF2 | Eff | Settings workstream - Reduced care placement costs through growth of in-house capacity & supported lodgings and a review of placements | -2,115 | -5,175 | -7,250 | -10,500 |
| ** | CF3 | Eff | Disabled Children's Service Enablement Workstream <i>Total Defining CFS For the Future Programme</i> | -100 | -200 | -250 | -300 |
| ** | CF4 | Eff | Innovation Partnership - Creation of Assessment & Resource team and Hub and investment in residential accommodation | -250 | -500 | -750 | -1,250 |
| ** | CF5 | Eff | Departmental efficiency savings | -250 | -500 | -750 | -1,000 |
| | | | TOTAL | -3,770 | -7,645 | -10,335 | -14,500 |
| <u>ADULTS & COMMUNITIES</u> | | | | | | | |
| <u>Adult Social Care</u> | | | | | | | |
| ** | AC1 | Inc | Increased income from fairer charging and removal of subsidy / aligning increases | -1,100 | -1,200 | -1,300 | -1,400 |
| ** | AC2 | Eff | Social Care Investment Plan - reduced cost of care | -200 | -200 | -950 | -950 |
| ** | AC3 | Inc | Additional BCF/Health income | -1,300 | -1,300 | -1,300 | -1,300 |
| ** | AC4 | Eff | Implementation of Target Operating Model (TOM) | -300 | -800 | -800 | -800 |
| ** | AC5 | Eff | Implementation of digital assistive technology to service users | -350 | -1,000 | -2,250 | -2,250 |
| ** | AC6 | Eff | Establishment Review following implementation of TOM programme | -450 | -800 | -800 | -800 |
| * | AC7 | Eff | Digital Self Serve financial assessments | -100 | -100 | -100 | -100 |
| ** | AC8 | Eff | Review of Mental Health pathway and placements | -500 | -750 | -750 | -750 |
| * | AC9 | Eff | Review of placements transitioning from Children's | -120 | -180 | -240 | -240 |
| | AC10 | Eff | Review of Direct Services/Day Services/Short Breaks | -70 | -500 | -500 | -500 |
| | AC11 | Eff | Review Discharge to Assess and other high cost placements | -500 | -500 | -500 | -500 |
| | AC12 | Inc | Potential continuation of Health income for additional discharges | -6,000 | -6,000 | -6,000 | -6,000 |
| | | | Total ASC | -10,990 | -13,330 | -15,490 | -15,590 |
| <u>Communities and Wellbeing</u> | | | | | | | |
| ** | AC13 | Eff/SR | Implementation of revised service for communities and wellbeing | -30 | -170 | -170 | -170 |
| | | | Total C&W | -30 | -170 | -170 | -170 |
| | | | TOTAL A&C | -11,020 | -13,500 | -15,660 | -15,760 |
| <u>PUBLIC HEALTH</u> | | | | | | | |
| * | PH1 | Eff/SR | Early Help & Prevention Review - review of externally commissioned prevention services | -65 | -65 | -65 | -65 |
| | PH2 | Eff/SR | Redesign of integrated lifestyle service pathways | | | -100 | -100 |
| | PH3 | Eff/SR | Review of Commissioned services | -35 | -35 | -35 | -125 |
| | | | TOTAL | -100 | -100 | -200 | -290 |
| <u>ENVIRONMENT & TRANSPORT</u> | | | | | | | |
| <u>Highways & Transport</u> | | | | | | | |
| ** | ET1 | Eff/SR | Implement Review of Social Care and SEN Transport (Phase 2) | -350 | -350 | -350 | -350 |
| ** | ET2 | Eff | Temporary Traffic Management | -20 | -20 | -20 | -20 |
| ** | ET3 | Eff/Inc | Street Lighting - design services to developers and installation of street lighting on their behalf | -40 | -65 | -75 | -75 |
| ** | ET4 | Eff/Inc | E&T Continuous Improvement Programme - review of processes and potential income across a range of services | -340 | -480 | -490 | -490 |
| | ET5 | Eff | SEN Transport Lean Review | -710 | -1,060 | -1,060 | -1,060 |
| | ET6 | Eff | Passenger Transport Service - develop digital offer | 0 | 0 | -150 | -150 |
| | ET7 | Eff | Small Fleet Servicing | -100 | -100 | -100 | -100 |
| | ET8 | Eff | Low level street lighting energy savings | -30 | -30 | -30 | -30 |
| | | | Total | -1,590 | -2,105 | -2,275 | -2,275 |

References

| 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|---------|---------|---------|---------|
| £000 | £000 | £000 | £000 |

SAVINGS

| | | 2022/23 | 2023/24 | 2024/25 | 2025/26 | |
|--|--|---|----------------|----------------|----------------|----------------|
| | | £000 | £000 | £000 | £000 | |
| <u>Environment & Waste</u> | | | | | | |
| ** | ET9 Eff/Inc | Recycling & Household Waste Sites service approach | -30 | -80 | -190 | -190 |
| ** | ET10 Inc | Trade Waste income | -45 | -75 | -105 | -105 |
| ** | ET11 Eff | Future residual waste strategy- reduced disposal costs | 0 | -985 | -985 | -985 |
| * | ET12 Eff | Procurement savings from contract renewals | -30 | -30 | -30 | -30 |
| | ET13 Eff | Ashby Canal maintenance | -15 | -15 | -15 | -15 |
| | Total | | -120 | -1,185 | -1,325 | -1,325 |
| | TOTAL E&T | | -1,710 | -3,290 | -3,600 | -3,600 |
| <u>CHIEF EXECUTIVE</u> | | | | | | |
| ** | CE1 SR/Eff | Staffing (vacancy control and agency reduction) | 0 | -50 | -100 | -100 |
| * | CE2 Inc | Planning, Historic and Natural Environment - fee income | -25 | -50 | -75 | -75 |
| | CE3 Eff | Review of Legal Case Management and New Ways of Working | 0 | -200 | -300 | -500 |
| | CE4 Eff | LGA subscription saving | -65 | -65 | -65 | -65 |
| | TOTAL | | -90 | -365 | -540 | -740 |
| <u>CORPORATE RESOURCES</u> | | | | | | |
| ** | CR1 Eff | Ways of Working - Use of office space | 0 | -845 | -670 | -1,380 |
| ** | CR2 Eff/Inc | Increasing Commercial Services contribution | 0 | -200 | -375 | -640 |
| * | CR3 Eff | Environment improvements - energy & water | -50 | -50 | -50 | -50 |
| ** | CR4 Eff | Increase returns from Corporate Asset Investment Fund | -600 | -1,500 | -1,600 | -1,600 |
| ** | CR5 Inc | Place to Live - Accommodation income | -40 | -80 | -120 | -120 |
| | CR6 Eff | Customer & Digital Programme | -70 | -180 | -180 | -680 |
| | CR7 Eff | Operational Finance process improvement | 0 | -100 | -100 | -100 |
| | CR8 Eff | Transformation Unit efficiencies | -50 | -130 | -200 | -200 |
| | CR9 Eff | Insurance – integration with Internal Audit and review of cover | -75 | -75 | -75 | -75 |
| | CR10 Eff | Reduced Business Travel | -25 | -25 | -25 | -25 |
| | TOTAL | | -910 | -3,185 | -3,395 | -4,870 |
| <u>CENTRAL ITEMS</u> | | | | | | |
| ** | CI1 Inc | Growth in ESPO income | -150 | -170 | -250 | -250 |
| | TOTAL | | -150 | -170 | -250 | -250 |
| | TOTAL SAVINGS including additional income | | -17,750 | -28,255 | -33,980 | -40,010 |
| | MTFS net shortfall - savings required | | | -7,975 | -23,880 | -39,520 |
| | TOTAL SAVINGS REQUIRED - EXCLUDING DSG | | -17,750 | -36,230 | -57,860 | -79,530 |
| <u>Dedicated Schools Grant - Deficit reduction activity</u> | | | | | | |
| <u>High Needs Development Plan</u> | | | | | | |
| | Demand savings | | -280 | -1,010 | -2,050 | -3,375 |
| | Benefit of local provision & practice improvements | | -4,215 | -6,190 | -8,845 | -11,070 |
| | | | -4,495 | -7,200 | -10,895 | -14,445 |
| | TOTAL SAVINGS REQUIRED - INCLUDING DSG | | -22,245 | -43,430 | -68,755 | -93,975 |