

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
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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

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GROWTH**CORPORATE RESOURCES****Demand & cost increases**

*	G25	Customer Service Centre - support service levels (temporary growth removed)	-100	-200	-200	-200
**	G26	ICT license subscriptions and support costs & increased email security	325	325	325	325
	G27	Additional Procurement & Finance support for the Capital Programme	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	Pressures arising from additional External Audit requirements	50	50	50	50
	G31	Increased demand for Communications Team	0	70	70	70
	G32	Commercial Services - reduce target	1,150	1,150	1,150	1,150
	G33	Investment in Tree Nurseries	100	100	100	100
		TOTAL	1,855	1,850	1,850	1,850

CORPORATE GROWTH

**	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
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Overall net additional growth

17,500	17,500	17,420
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SAVINGS

References used in the following tables

* items unchanged from previous Medium Term Financial Strategy

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

Eff - Efficiency saving

SR - Service reduction

Inc - Income

CHILDREN & FAMILY SERVICES

**	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	-100	-200	-250	-300
<i>Total Defining CFS For the Future Programme</i>				-3,270	-6,645	-8,835	-12,250
**	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

ADULTS & COMMUNITIES

Adult Social Care

**	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

Communities and Wellbeing

**	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
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PUBLIC HEALTH

*	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

ENVIRONMENT & TRANSPORT

Highways & Transport

**	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
**		Eff/Inc	Street Lighting - design services to developers and installation of street lighting on their behalf	-40	-65	-75	-75
**	ET3	Eff/Inc	E&T Continuous Improvement Programme - review of processes and potential income across a range of services	-340	-480	-490	-490
	ET4	Eff	SEN Transport Lean Review	-710	-1,060	-1,060	-1,060
	ET5	Eff	Passenger Transport Service - develop digital offer	0	0	-150	-150
	ET6	Eff	Small Fleet Servicing	-100	-100	-100	-100
	ET7	Eff	Low level street lighting energy savings	-30	-30	-30	-30
	ET8	Eff					
Total				-1,590	-2,105	-2,275	-2,275

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SAVINGS

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		£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>						
High Needs Development Plan						
		Demand savings	-280	-1,010	-2,050	-3,375
		Benefit of local provision & practice improvements	-4,215	-6,190	-8,845	-11,070
		TOTAL	-4,495	-7,200	-10,895	-14,445
TOTAL SAVINGS REQUIRED - INCLUDING DSG						
			-22,245	-43,430	-68,755	-93,975