

**APPENDIX C**

| References                                   |     | 2023/24<br>£000   | 2024/25<br>£000 | 2025/26<br>£000 | 2026/27<br>£000 |               |
|--|-----|---|-----------------|-----------------|-----------------|---------------|
| <b><u>GROWTH</u></b>                         |     |   |                 |                 |                 |               |
| <b><u>CHILDREN &amp; FAMILY SERVICES</u></b> |     |   |                 |                 |                 |               |
| <b>Demand &amp; cost increases</b>           |     |   |                 |                 |                 |               |
| **   | G1  | Demographic growth- Social Care Placements  | 5,100           | 10,770          | 16,600          | 22,730        |
| **   | G2  | Front-line social care staff - increased caseloads  | 995             | 1,350           | 1,710           | 1,830         |
|  | G3  | Social care staff - workforce pressures / instability   | 1,350           | 2,005           | 2,735           | 3,540         |
|  | G4  | Increase in EHCP's - additional Case Managers   | 450             | 450             | 450             | 450           |
|  |     | <b>TOTAL</b>  | <b>7,895</b>    | <b>14,575</b>   | <b>21,495</b>   | <b>28,550</b> |
| <b><u>ADULTS &amp; COMMUNITIES</u></b>       |     |   |                 |                 |                 |               |
| <b>Demand &amp; cost increases</b>           |     |   |                 |                 |                 |               |
| **   | G5  | Older people - new entrants and increasing needs in community based services and residential admissions | 5,910           | 8,560           | 11,120          | 13,715        |
| **   | G6  | Learning Disabilities - new entrants including children transitions and people with complex needs       | 335             | 1,465           | 2,860           | 4,255         |
| **   | G7  | Mental Health - new entrants in community based services and residential admissions                     | 870             | 1,485           | 2,080           | 2,675         |
| **   | G8  | Physical Disabilities - new entrants in community based services  | 325             | 650             | 910             | 1,155         |
|  |     | <b>TOTAL</b>  | <b>7,440</b>    | <b>12,160</b>   | <b>16,970</b>   | <b>21,800</b> |
| <b><u>ENVIRONMENT &amp; TRANSPORT</u></b>    |     |   |                 |                 |                 |               |
| <b><u>Highways &amp; Transport</u></b>       |     |   |                 |                 |                 |               |
| <b>Demand &amp; cost increases</b>           |     |   |                 |                 |                 |               |
| **   | G9  | Special Educational Needs transport - increased client numbers/costs                                    | 1,310           | 3,150           | 4,960           | 7,070         |
|  |     | <b>Total</b>  | <b>1,310</b>    | <b>3,150</b>    | <b>4,960</b>    | <b>7,070</b>  |
| <b><u>Environment &amp; Waste</u></b>        |     |   |                 |                 |                 |               |
| <b>Demand &amp; cost increases</b>           |     |   |                 |                 |                 |               |
| *  | G10 | Contribution to Regional Waste Project (temporary growth removed)                                       | -15             | -50             | -50             | -50           |
|  | G11 | Confirm replacement - licensing costs   | 25              | 65              | 135             | 135           |
|  | G12 | STADs replacement - licensing costs   | 0               | 80              | 80              | 80            |
|  |     | <b>Total</b>  | <b>10</b>       | <b>95</b>       | <b>165</b>      | <b>165</b>    |
| <b><u>Department Wide</u></b>                |     |   |                 |                 |                 |               |
| *  | G13 | HGV Driver Market Premia (temporary growth removed)   | 0               | 0               | -110            | -110          |
|  |     | <b>Total</b>  | <b>0</b>        | <b>0</b>        | <b>-110</b>     | <b>-110</b>   |
|  |     | <b>TOTAL E&amp;T</b>  | <b>1,320</b>    | <b>3,245</b>    | <b>5,015</b>    | <b>7,125</b>  |
| <b><u>CHIEF EXECUTIVES</u></b>               |     |   |                 |                 |                 |               |
| <b>Demand &amp; cost increases</b>           |     |   |                 |                 |                 |               |
| **   | G14 | Connectivity (Broadband) Team - core funding until 2023/24; sources of external funding to be explored  | -35             | -35             | -35             | -35           |
|  |     | <b>TOTAL</b>  | <b>-35</b>      | <b>-35</b>      | <b>-35</b>      | <b>-35</b>    |
| <b><u>CORPORATE RESOURCES</u></b>            |     |   |                 |                 |                 |               |
| <b>Demand &amp; cost increases</b>           |     |   |                 |                 |                 |               |
| *  | G15 | Customer Service Centre - support service levels (temporary growth removed)                             | -100            | -100            | -100            | -100          |
| *  | G16 | Health, safety & wellbeing - increased demands and legislative changes to fire safety regulations       | 25              | 25              | 25              | 25            |
| *  | G17 | Communications Team - increased demand  | 70              | 70              | 70              | 70            |
|  | G18 | Lone Working app  | 40              | 40              | 40              | 40            |
|  | G21 | Pressures arising from additional External Audit requirements   | 50              | 50              | 50              | 50            |
|  |     | <b>TOTAL</b>  | <b>85</b>       | <b>85</b>       | <b>85</b>       | <b>85</b>     |
| <b><u>CENTRAL ITEMS</u></b>                  |     |   |                 |                 |                 |               |
|  | G19 | Financial Arrangements - increased external audit fees  | 170             | 170             | 170             | 170           |
|  |     | <b>TOTAL</b>  | <b>170</b>      | <b>170</b>      | <b>170</b>      | <b>170</b>    |
| <b><u>CORPORATE GROWTH</u></b>               |     |   |                 |                 |                 |               |
| **   | G20 | Growth contingency  | 1,000           | 5,175           | 9,175           | 12,680        |
|  |     | <b>TOTAL</b>  | <b>1,000</b>    | <b>5,175</b>    | <b>9,175</b>    | <b>12,680</b> |
|  |     | <b>TOTAL GROWTH</b>   | <b>17,875</b>   | <b>35,375</b>   | <b>52,875</b>   | <b>70,375</b> |
|  |     | <i>Overall net additional growth</i>  |                 | 17,500          | 17,500          | 17,500        |

\* items unchanged from previous Medium Term Financial Strategy

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

## References

| 2023/24 | 2024/25 | 2025/26 | 2026/27 |
|---------|---------|---------|---------|
| £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

|    |         | <b><u>CHILDREN &amp; FAMILY SERVICES</u></b>   |               |               |               |                |
|----|---------|--|---------------|---------------|---------------|----------------|
| ** | CF1 Eff | Pathways workstream - Focus on prevention, drift and duration of interventions across all pathways                                     | -215          | -280          | -395          | -450           |
| ** | CF2 Eff | Settings workstream - Reduced care placement costs through growth of in-house capacity & supported lodgings and a review of placements | -900          | -2,670        | -4,490        | -6,470         |
| ** | CF3 Eff | Disabled Children's Service Enablement Workstream<br><i>Total Defining CFS For the Future Programme</i>                                | -100          | -150          | -200          | -250           |
| ** | CF4 Eff | Innovation Partnership - Creation of Assessment & Resource team and Hub and investment in residential accommodation                    | -250          | -500          | -1,000        | -1,250         |
| ** | CF5 Eff | Departmental efficiency savings  | 0             | -200          | -500          | -800           |
|    | CF6 Eff | Departmental establishment modelling / Re-design   | 0             | 0             | -440          | -940           |
|    | CF7 Eff | Defining CFS For the Future Programme - Phase 2  | 0             | -1,000        | -1,500        | -2,000         |
|    | CF8 Eff | Alternative approach for delivering anti-bullying  | -50           | -50           | -50           | -50            |
|    | CF9 SR  | Review Virtual School provision  | 0             | -355          | -355          | -355           |
|    |         | <b>TOTAL</b>   | <b>-1,515</b> | <b>-5,205</b> | <b>-8,930</b> | <b>-12,565</b> |

**ADULTS & COMMUNITIES****Adult Social Care**

|    |          |   |               |                |                |                |
|----|----------|---|---------------|----------------|----------------|----------------|
| ** | AC1 Inc  | Increased income from fairer charging and removal of subsidy / aligning increases                         | -100          | -200           | -300           | -400           |
| *  | AC2 Eff  | Implementation of Target Operating Model (TOM)  | -500          | -500           | -500           | -500           |
| ** | AC3 Eff  | Implementation of digital assistive technology to service users   | -650          | -1,900         | -1,900         | -3,900         |
| ** | AC4 Eff  | Establishment Review following implementation of TOM programme  | -350          | -850           | -850           | -850           |
| ** | AC5 Eff  | Review of Mental Health pathway and placements  | -250          | -250           | -250           | -450           |
| *  | AC6 Eff  | Review of placements transitioning from Children's  | -60           | -120           | -120           | -120           |
| *  | AC7 Eff  | Review of Direct Services/Day Services/Short Breaks   | -430          | -430           | -430           | -430           |
| ** | AC8 Inc  | Increased BCF income from annual uplift   | -500          | -500           | -500           | -500           |
|    | AC9 Eff  | Direct Payments commissioning efficiencies  | -1,000        | -1,500         | -1,500         | -1,500         |
|    | AC10 Eff | Commissioning and implementation of revised Extra Care model  | -260          | -260           | -260           | -260           |
|    | AC11 Eff | Improved systems, ways of working and cost of recovery efficiencies                                       | -210          | -210           | -210           | -210           |
|    | AC12 Inc | Review of Mental Health Section 117 funding arrangements  | -250          | -500           | -500           | -500           |
|    | AC13 Eff | Home Care - review of single handed care and Care packages  | -1,400        | -1,400         | -1,400         | -1,400         |
|    | AC14 Eff | Reduce demand for new and review of 1 to 1 support in residential care and supported living               | -600          | -600           | -600           | -600           |
|    | AC15 Eff | Improve consistency in hourly rates for DP's and promote use of personal assistants                       | -150          | -350           | -510           | -510           |
|    | AC16 Eff | Improving outcomes from homecare assessment and reablement team (HART) / community response service (CRS) | -230          | -920           | -920           | -920           |
|    | AC17 Eff | Alignment of HART/CRS services  | -150          | -200           | -200           | -200           |
|    | AC18 Eff | Reprovision of in house day services  | -150          | -300           | -300           | -300           |
|    |          | <b>Total ASC</b>  | <b>-7,240</b> | <b>-10,990</b> | <b>-11,250</b> | <b>-13,550</b> |

**Communities and Wellbeing**

|    |              |   |            |             |             |             |
|----|--------------|---|------------|-------------|-------------|-------------|
| ** | AC19 Eff/SR  | Implementation of revised service for communities and wellbeing | 0          | 0           | -40         | -40         |
|    | AC20 SR      | Review Green Plaque service                                     | -30        | -55         | -55         | -55         |
|    | AC21 Inc/Eff | Review charging for Creative Learning Services                  | 0          | -50         | -50         | -50         |
|    |              | <b>Total C&amp;W</b>  | <b>-30</b> | <b>-105</b> | <b>-145</b> | <b>-145</b> |

**TOTAL A&C**

|               |                |                |                |
|---------------|----------------|----------------|----------------|
| <b>-7,270</b> | <b>-11,095</b> | <b>-11,395</b> | <b>-13,695</b> |
|---------------|----------------|----------------|----------------|

**PUBLIC HEALTH**

|   |            |   |             |               |               |               |
|---|------------|---|-------------|---------------|---------------|---------------|
| * | PH1 Eff/SR | Redesign of integrated lifestyle service pathways                       | 0           | -100          | -100          | -100          |
| * | PH2 Eff/SR | Review of Commissioned services   | 0           | 0             | -90           | -90           |
|   | PH3 Eff    | Redesign of the payment structure for health check commissioned service | -100        | -100          | -100          | -100          |
|   | PH4 SR     | Integrated Care Board (ICB) Prescribing                                 | -100        | -100          | -100          | -100          |
|   | PH5 SR     | Internal Infrastructure (physical activity)                             | 0           | -100          | -100          | -100          |
|   | PH6 Eff    | Redesign and commission of community based service data extract         | -30         | -30           | -30           | -30           |
|   | PH7 Eff    | Review of various health improvement budgets                            | -130        | -130          | -130          | -130          |
|   | PH8 Eff/SR | Review approach to homelessness support                                 | 0           | -300          | -300          | -300          |
|   | PH9 SR     | Review schools sustainable food award and gold food accreditation.      | 0           | -150          | -150          | -150          |
|   | PH10 SR    | Review Sport & Physical Activity programmes                             | 0           | -150          | -150          | -150          |
|   |            | <b>TOTAL</b>  | <b>-360</b> | <b>-1,160</b> | <b>-1,250</b> | <b>-1,250</b> |

| References                                       |      |         | 2023/24<br>£000  | 2024/25<br>£000 | 2025/26<br>£000 | 2026/27<br>£000 |                |                |                |                |
|--|------|---------|--|-----------------|-----------------|-----------------|----------------|----------------|----------------|----------------|
| <b><u>SAVINGS</u></b>                            |      |         |  |                 |                 |                 |                |                |                |                |
| <b><u>ENVIRONMENT &amp; TRANSPORT</u></b>        |      |         |  |                 |                 |                 |                |                |                |                |
| <b><u>Highways &amp; Transport</u></b>           |      |         |  |                 |                 |                 |                |                |                |                |
| *  | ET1  | Eff/Inc | Street Lighting - design services to developers and installation of street lighting on their behalf        |                 |                 |                 | -25            | -35            | -35            | -35            |
| **   | ET2  | Eff/Inc | E&T Continuous Improvement Programme - review of processes and potential income across a range of services |                 |                 |                 | 180            | 180            | 180            | 180            |
| **   | ET3  | Eff     | SEN Transport Lean Review  |                 |                 |                 | 710            | 0              | -350           | -350           |
| *  | ET4  | Eff     | Passenger Transport Service - develop digital offer  |                 |                 |                 | 0              | -150           | -150           | -150           |
|  | ET5  | Eff     | Street Lighting - dimming to lower lighting levels   |                 |                 |                 | -45            | -45            | -45            | -45            |
|  | ET6  | SR      | Review application of subsidised bus policy, post Covid  |                 |                 |                 | 0              | -200           | -200           | -200           |
|  | ET7  | Inc/SR  | Review approach to Park and Ride   |                 |                 |                 | -100           | -400           | -500           | -500           |
|  | ET8  | Eff     | Review level of resource supporting High Speed 2   |                 |                 |                 | -120           | -120           | -120           | -120           |
|  | ET9  | SR      | Review expansion of community speed cameras  |                 |                 |                 | -55            | -55            | -55            | -55            |
|  | ET10 | Eff/SR  | Street Lighting - review energy reduction options, including reduced operation times                       |                 |                 |                 | -150           | -500           | -500           | -500           |
|  |      |         | <b>Total</b>   |                 |                 |                 | <b>395</b>     | <b>-1,325</b>  | <b>-1,775</b>  | <b>-1,775</b>  |
| <b><u>Environment &amp; Waste</u></b>            |      |         |  |                 |                 |                 |                |                |                |                |
| **   | ET2  | Eff/Inc | E&T Continuous Improvement Programme - review of processes and potential income across a range of services |                 |                 |                 | 50             | 40             | 40             | 40             |
| *  | ET11 | Eff/Inc | Recycling & Household Waste Sites (RHWS) service approach  |                 |                 |                 | -50            | -50            | -160           | -160           |
| **   | ET12 | Inc     | Trade Waste income   |                 |                 |                 | -45            | -90            | -135           | -180           |
| *  | ET13 | Eff     | Future residual waste strategy- reduced disposal costs   |                 |                 |                 | -985           | -985           | -985           | -985           |
|  | ET14 | Eff     | Green Waste Treatment  |                 |                 |                 | -90            | -90            | -90            | -90            |
|  | ET15 | Eff     | Reduce recycling/reuse credits budget  |                 |                 |                 | -10            | -10            | -10            | -10            |
|  | ET16 | Eff     | General reduction in waste initiative provision  |                 |                 |                 | -25            | -25            | -25            | -25            |
|  | ET17 | SR      | Review RHWS provision  |                 |                 |                 | 0              | -150           | -580           | -580           |
|  | ET18 | SR      | Reduction in Waste Reduction subsidies   |                 |                 |                 | -25            | -25            | -25            | -25            |
|  | ET19 | SR      | Review of Shire Grants programme   |                 |                 |                 | -40            | -40            | -40            | -40            |
|  |      |         | <b>Total</b>   |                 |                 |                 | <b>-1,220</b>  | <b>-1,425</b>  | <b>-2,010</b>  | <b>-2,055</b>  |
| <b>TOTAL E&amp;T</b>                             |      |         |  |                 |                 |                 | <b>-825</b>    | <b>-2,750</b>  | <b>-3,785</b>  | <b>-3,830</b>  |
| <b><u>CHIEF EXECUTIVE</u></b>                    |      |         |  |                 |                 |                 |                |                |                |                |
| *  | CE1  | SR/Eff  | Staffing (vacancy control and agency reduction)  |                 |                 |                 | -50            | -100           | -100           | -100           |
| **   | CE2  | Inc     | Planning, Historic and Natural Environment - fee income  |                 |                 |                 | -35            | -60            | -60            | -60            |
| **   | CE3  | Eff     | Review of Legal Case Management and New Ways of Working  |                 |                 |                 | -200           | -200           | -200           | -200           |
|  | CE4  | Inc     | Democratic Services income   |                 |                 |                 | -15            | -20            | -25            | -25            |
|  | CE5  | Eff     | Heritage Team structure review   |                 |                 |                 | -20            | -20            | -20            | -20            |
|  | CE6  | Inc     | Trading Standards charging review  |                 |                 |                 | -25            | -25            | -25            | -25            |
|  | CE7  | SR      | Review of Shire Grants programme   |                 |                 |                 | -550           | -600           | -600           | -600           |
|  |      |         | <b>TOTAL</b>   |                 |                 |                 | <b>-895</b>    | <b>-1,025</b>  | <b>-1,030</b>  | <b>-1,030</b>  |
| <b><u>CORPORATE RESOURCES</u></b>                |      |         |  |                 |                 |                 |                |                |                |                |
| **   | CR1  | Eff/Inc | Ways of Working - Use of office space  |                 |                 |                 | -600           | -670           | -1,380         | -1,380         |
| **   | CR2  | Eff/Inc | Increasing Commercial Services contribution  |                 |                 |                 | 0              | 0              | -195           | -355           |
| **   | CR3  | Inc     | Increase returns from Investing in Leicestershire Programme (IILP)   |                 |                 |                 | -1,150         | -1,250         | -1,250         | -1,250         |
| *  | CR4  | Inc     | Place to Live - Accommodation income   |                 |                 |                 | -40            | -80            | -80            | -80            |
| **   | CR5  | Eff     | Customer & Digital Programme   |                 |                 |                 | 0              | -110           | -640           | -640           |
| **   | CR6  | Eff     | Operational Finance process improvement  |                 |                 |                 | -100           | -150           | -200           | -200           |
| **   | CR7  | Eff     | Transformation Unit efficiencies   |                 |                 |                 | -80            | -80            | -150           | -150           |
|  | CR8  | SR      | Sale of Castle House   |                 |                 |                 | -15            | -30            | -30            | -30            |
|  | CR9  | Eff     | Energy Initiatives   |                 |                 |                 | 0              | -100           | -100           | -100           |
|  | CR10 | Eff     | Insurance review   |                 |                 |                 | -100           | -100           | -100           | -100           |
|  | CR11 | Eff     | ICT Efficiencies   |                 |                 |                 | -100           | -250           | -625           | -1,125         |
|  | CR12 | Eff     | Operational Property   |                 |                 |                 | -90            | -90            | -90            | -90            |
|  | CR13 | Eff     | Strategic Property   |                 |                 |                 | -45            | -45            | -45            | -45            |
|  | CR14 | Eff/SR  | Customer Service Centre  |                 |                 |                 | -100           | -100           | -100           | -100           |
|  | CR15 | Eff/SR  | Reduce County Hall running costs   |                 |                 |                 | -25            | -50            | -50            | -50            |
|  |      |         | <b>TOTAL</b>   |                 |                 |                 | <b>-2,445</b>  | <b>-3,105</b>  | <b>-5,035</b>  | <b>-5,695</b>  |
| <b>Service Reduction contingency</b>             |      |         |  |                 |                 |                 | <b>1,000</b>   | <b>1,000</b>   | <b>1,000</b>   | <b>1,000</b>   |
| <b><u>CENTRAL ITEMS</u></b>                      |      |         |  |                 |                 |                 |                |                |                |                |
| **   | CI1  | Inc     | Growth in ESPO income  |                 |                 |                 | -20            | -100           | -100           | -100           |
| <b>TOTAL SAVINGS including additional income</b> |      |         |  |                 |                 |                 | <b>-12,330</b> | <b>-23,440</b> | <b>-30,525</b> | <b>-37,165</b> |

## References

|  | 2023/24        | 2024/25        | 2025/26        | 2026/27         |
|--|----------------|----------------|----------------|-----------------|
|  | £000           | £000           | £000           | £000            |
| <b><u>SAVINGS</u></b>  |                |                |                |                 |
| MTFS net shortfall - savings required  | 0              | -12,968        | -49,763        | -88,063         |
| <b>TOTAL SAVINGS REQUIRED - EXCLUDING DSG</b>                                | <b>-12,330</b> | <b>-36,408</b> | <b>-80,288</b> | <b>-125,228</b> |
| <b><u>Dedicated Schools Grant - Deficit reduction activity</u></b>           |                |                |                |                 |
| <b><u>High Needs Development Plan</u></b>                                    |                |                |                |                 |
| Transforming SEND & Inclusion In Leicestershire (TSIL) defined opportunities | -3,110         | -8,595         | -14,860        | -21,520         |
| Benefit of local provision & practice improvements                           | -2,515         | -2,805         | -3,115         | -3,115          |
|  | <b>-5,625</b>  | <b>-11,400</b> | <b>-17,975</b> | <b>-24,635</b>  |
| <b><u>TOTAL SAVINGS REQUIRED - INCLUDING DSG</u></b>                         | <b>-17,955</b> | <b>-47,808</b> | <b>-98,263</b> | <b>-149,863</b> |