

APPENDIX C

| References | | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | 2027/28 £000 |
|--|--------------------------------------|-----------------|-----------------|-----------------|-----------------|
| <u>GROWTH</u> | | | | | |
| <u>CHILDREN & FAMILY SERVICES</u> | | | | | |
| ** | G1 | 13,700 | 21,400 | 30,100 | 39,800 |
| ** | G2 | 0 | 250 | 250 | 350 |
| | G3 | | | | |
| | | 1,200 | 1,200 | 1,200 | 1,200 |
| | G4 | 4,250 | 4,250 | 4,250 | 4,250 |
| | G5 | -1,050 | -1,150 | -1,310 | -2,290 |
| | TOTAL | 18,100 | 25,950 | 34,490 | 43,310 |
| <u>ADULTS & COMMUNITIES</u> | | | | | |
| ** | G6 | 17,080 | 22,640 | 28,425 | 34,505 |
| ** | G7 | 7,865 | 11,210 | 14,655 | 18,030 |
| ** | G8 | 2,470 | 3,440 | 4,455 | 5,465 |
| ** | G9 | 2,040 | 2,705 | 3,400 | 4,110 |
| | G10 | 730 | 730 | 730 | 730 |
| | G11 | 3,200 | 3,200 | 3,200 | 3,200 |
| | G12 | -860 | -2,775 | -4,780 | -6,860 |
| | G13 | -2,950 | -4,120 | -5,330 | -6,540 |
| | G14 | -2,500 | -2,500 | -2,500 | -2,500 |
| | G15 | -600 | -600 | -600 | -600 |
| | G16 | -2,180 | -2,440 | -2,730 | -3,520 |
| | TOTAL | 24,295 | 31,490 | 38,925 | 46,020 |
| <u>ENVIRONMENT & TRANSPORT</u> | | | | | |
| <u>Highways & Transport</u> | | | | | |
| ** | G17 | 1,925 | 3,695 | 5,115 | 6,780 |
| | G18 | 2,055 | 2,280 | 2,550 | 2,865 |
| | G19 | 555 | 555 | 0 | 0 |
| | G20 | -210 | -230 | -190 | -390 |
| | Total | 4,325 | 6,300 | 7,475 | 9,255 |
| <u>Environment & Waste</u> | | | | | |
| * | G21 | -35 | -35 | -35 | -35 |
| * | G22 | 40 | 110 | 110 | 110 |
| * | G23 | 80 | 80 | 80 | 80 |
| | G24 | 350 | 375 | 375 | 375 |
| | G25 | 380 | 510 | 615 | 615 |
| | Total | 815 | 1,040 | 1,145 | 1,145 |
| <u>Department Wide</u> | | | | | |
| ** | G26 | 435 | 530 | 555 | 555 |
| | Total | 435 | 530 | 555 | 555 |
| | TOTAL E&T | 5,575 | 7,870 | 9,175 | 10,955 |
| <u>CHIEF EXECUTIVES</u> | | | | | |
| | G27 | 150 | 150 | 150 | 150 |
| | G28 | 140 | 140 | 140 | 140 |
| | G29 | 70 | 70 | 70 | 70 |
| | G30 | -15 | -15 | -15 | -15 |
| | TOTAL | 345 | 345 | 345 | 345 |
| <u>CENTRAL ITEMS</u> | | | | | |
| ** | G31 | 150 | 150 | 150 | 150 |
| | TOTAL | 150 | 150 | 150 | 150 |
| <u>CORPORATE GROWTH</u> | | | | | |
| ** | G32 | 0 | 9,660 | 19,380 | 28,685 |
| | TOTAL | 0 | 9,660 | 19,380 | 28,685 |
| | TOTAL GROWTH | 48,465 | 75,465 | 102,465 | 129,465 |
| | <i>Overall net additional growth</i> | | 27,000 | 27,000 | 27,000 |

* items unchanged from previous Medium Term Financial Strategy

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

References

2024/25 2025/26 2026/27 2027/28
£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

CHILDREN & FAMILY SERVICES

| | | | | | | | |
|----|-----|--------|--|---------------|---------------|----------------|----------------|
| ** | CF1 | Eff | Innovation Partnership - Creation of Assessment & Resource team and Hub and investment in residential accommodation | -1,000 | -1,250 | -1,500 | -2,250 |
| ** | CF2 | Eff | Departmental establishment modelling / Re-design | -100 | -440 | -1,240 | -1,240 |
| ** | CF3 | Eff/SR | Defining CFS For the Future Programme - Phase 2 (including Dept. efficiency savings and service reductions) | -525 | -1,725 | -2,025 | -2,625 |
| ** | CF4 | SR | Education Quality & Therapeutic Services Review | -355 | -355 | -355 | -355 |
| | CF5 | Eff | | | | | |
| | | | Reduced Care Costs through growth of internal family based placements | -750 | -1,250 | -2,100 | -3,100 |
| | CF6 | Eff | Defining CFS For the Future Programme 3: Smarter commissioning and procurement - Social Care Placements and externally commissioned services | -1,000 | -2,900 | -4,200 | -5,950 |
| | CF7 | Eff | SEND Service re-design | 0 | -100 | -250 | -400 |
| | | | TOTAL | -3,730 | -8,020 | -11,670 | -15,920 |

ADULTS & COMMUNITIES**Adult Social Care**

| | | | | | | | |
|----|------|-----|---|---------------|---------------|----------------|----------------|
| ** | AC1 | Inc | Increased income from fairer charging and removal of subsidy / aligning increases | -200 | -300 | -400 | -500 |
| * | AC2 | Eff | Implementation of digital assistive technology to service users | -1,250 | -1,250 | -3,250 | -3,250 |
| * | AC3 | Eff | Establishment Review following implementation of TOM programme | -500 | -500 | -500 | -500 |
| * | AC4 | Eff | Review of Mental Health pathway and placements | 0 | 0 | -200 | -200 |
| ** | AC5 | Inc | Increased BCF income from annual uplift | -1,000 | -2,000 | -3,000 | -4,000 |
| * | AC6 | Eff | Direct Payments commissioning efficiencies | -500 | -500 | -500 | -500 |
| ** | AC7 | Eff | Commissioning and implementation of revised Extra Care model | -130 | -130 | -130 | -130 |
| * | AC8 | Inc | Review of Mental Health Section 117 funding arrangements | -250 | -250 | -250 | -250 |
| * | AC9 | Eff | Improve consistency in hourly rates for DP's and promote use of personal assistants | -200 | -360 | -360 | -360 |
| ** | AC10 | Eff | Improving outcomes from homecare assessment and reablement team (HART) / community response service (CRS) | -1,270 | -1,270 | -1,270 | -1,270 |
| * | AC11 | Eff | Alignment of HART/CRS services | -50 | -50 | -50 | -50 |
| * | AC12 | Eff | Reprovision of in house day services | -150 | -150 | -150 | -150 |
| | AC13 | Eff | Three Conversations Model | -500 | -500 | -500 | -500 |
| | AC14 | Eff | Transforming Commissioning (Extra Care) | -60 | -160 | -240 | -315 |
| | AC15 | Eff | Transforming Commissioning (Block Beds) | -50 | -170 | -300 | -450 |
| | AC16 | Eff | Transforming Commissioning (Alternatives to homecare) | -100 | -350 | -700 | -700 |
| | AC17 | Eff | Mental Health rehabilitation and recovery | -160 | -160 | -160 | -160 |
| | AC21 | Inc | Additional income from service users following assessments | -255 | -255 | -255 | -255 |
| | AC22 | Eff | Transforming Commissioning continuing review of contracts across all areas | -150 | -300 | -300 | -300 |
| | | | Total ASC | -6,775 | -8,655 | -12,515 | -13,840 |

Communities and Wellbeing

| | | | | | | | |
|---|------|---------|---|------------|-------------|-------------|-------------|
| * | AC18 | Eff/SR | Implementation of revised service for communities and wellbeing | 0 | -40 | -40 | -40 |
| * | AC19 | SR | Review Green Plaque service | -25 | -25 | -25 | -25 |
| * | AC20 | Inc/Eff | Review charging for Creative Learning Services | -50 | -50 | -50 | -50 |
| | | | Total C&W | -75 | -115 | -115 | -115 |

TOTAL A&C

-6,850 -8,770 -12,630 -13,955

PUBLIC HEALTH

| | | | | | | | |
|---|-----|--------|--|-------------|-------------|-------------|-------------|
| * | PH1 | Eff/SR | Redesign of integrated lifestyle service pathways | -100 | -100 | -100 | -100 |
| * | PH2 | Eff/SR | Review of Commissioned services | 0 | -90 | -90 | -90 |
| * | PH3 | SR | Internal Infrastructure (physical activity) | -100 | -100 | -100 | -100 |
| * | PH4 | Eff/SR | Review approach to homelessness support | -300 | -300 | -300 | -300 |
| * | PH5 | SR | Review schools sustainable food award and gold food accreditation. | -150 | -150 | -150 | -150 |
| * | PH6 | SR | Review Sport & Physical Activity programmes | -150 | -150 | -150 | -150 |
| | PH7 | Eff | Quit Ready - Development of a Pharmacy Community Based Service Model | 0 | -50 | -50 | -50 |
| | | | TOTAL | -800 | -940 | -940 | -940 |

ENVIRONMENT & TRANSPORT**Highways & Transport**

| | | | | | | | |
|---|-----|---------|---|-----|-----|-----|-----|
| * | ET1 | Eff/Inc | Street Lighting - design services to developers and installation of street lighting on their behalf | -10 | -10 | -10 | -10 |
|---|-----|---------|---|-----|-----|-----|-----|

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|---------------------------------------|------|-----------------|---|-----------------|-----------------|---------------|---------------|
| ** | ET2 | Eff | Assisted Transport Programme | 0 | -860 | -1,210 | -1,210 |
| ** | ET3 | SR | Review application of subsidised bus policy, post Covid | 0 | -400 | -400 | -400 |
| ** | ET4 | Inc/SR | Review approach to Park and Ride | 0 | -200 | -400 | -400 |
| ** | ET5 | Eff/SR | Street Lighting - review energy reduction options, including reduced operation times | -280 | -280 | -280 | -280 |
| | ET6 | SR | Ending of HS2 Programme | -280 | -280 | -280 | -280 |
| | ET7 | Inc | Network Management incl. TTRO | -295 | -295 | -295 | -295 |
| | ET15 | Inc | Fees & Charges Uplift - apply inflationary uplift to discretionary fees & charges across E&T functions that have not already uplifted their fees. | -80 | -80 | -80 | -80 |
| | | | Total | -945 | -2,405 | -2,955 | -2,955 |
| <u>Environment & Waste</u> | | | | | | | |
| * | ET8 | Eff/Inc | E&T Continuous Improvement Programme - review of processes and potential income across a range of services | -10 | -10 | -10 | -10 |
| * | ET9 | Eff/Inc | Recycling & Household Waste Sites (RHWS) service approach | 0 | -110 | -110 | -110 |
| ** | ET10 | Inc | Trade Waste income | 0 | -45 | -90 | -90 |
| ** | ET11 | SR | Review RHWS provision (service investment fund to be used to reduce this saving by £0.1m) | -5 | -400 | -400 | -400 |
| | ET12 | Eff/Inc | Extended Producer Responsibility for Packaging | 0 | -345 | -745 | -745 |
| | ET13 | Eff/Inc | Food Waste Implementation | 0 | 130 | -70 | -185 |
| | ET14 | Eff/Inc | Residual Waste Treatment | -60 | -60 | -60 | -60 |
| | ET16 | Inc | Fees & Charges Uplift - apply inflationary uplift to discretionary fees & charges across E&T functions that have not already uplifted their fees | -20 | -20 | -20 | -20 |
| | ET17 | Eff | Reduction in line of business system licences | 0 | -10 | -10 | -10 |
| | | | Total | -95 | -870 | -1,515 | -1,630 |
| | | | TOTAL E&T | -1,040 | -3,275 | -4,470 | -4,585 |
| <u>CHIEF EXECUTIVE</u> | | | | | | | |
| * | CE1 | SR/Eff | Staffing (vacancy control and agency reduction) | -50 | -50 | -50 | -50 |
| * | CE2 | Inc | Planning, Historic and Natural Environment - fee income | -25 | -25 | -25 | -25 |
| * | CE3 | Inc | Democratic Services income | -5 | -10 | -10 | -10 |
| | CE4 | Eff | Democratic Services Staffing Review | -15 | -15 | -15 | -15 |
| | CE5 | SR | Civic Hospitality Review | -20 | -20 | -20 | -20 |
| | CE6 | Eff | Trading Standards Review | -15 | -25 | -35 | -45 |
| | CE7 | Inc | Police and Crime Panel Contribution | -50 | -50 | -50 | -50 |
| | CE8 | Inc | Registrars fees and income | -120 | -120 | -120 | -120 |
| | CE9 | Eff | Legal Services -Court of Protection (COP) external costs | -15 | -15 | -15 | -15 |
| | | | TOTAL | -315 | -330 | -340 | -350 |
| <u>CORPORATE RESOURCES</u> | | | | | | | |
| * | CR1 | Eff/Inc | Ways of Working - Use of office space | -70 | -780 | -780 | -780 |
| * | CR2 | Inc | Increase returns from Investing in Leicestershire Programme (IILP) | -100 | -100 | -100 | -100 |
| * | CR3 | Inc | Place to Live - Accommodation income | -40 | -40 | -40 | -40 |
| * | CR4 | Eff | Customer Programme | -110 | -640 | -640 | -640 |
| * | CR5 | Eff | Operational Finance process improvement | -50 | -100 | -100 | -100 |
| * | CR6 | Eff | Transformation Unit efficiencies | 0 | 0 | -70 | -70 |
| * | CR7 | SR | Sale of Castle House | -15 | -15 | -15 | -15 |
| ** | CR8 | Eff | Energy Initiatives | -50 | -100 | -100 | -100 |
| * | CR9 | Eff | ICT Efficiencies | -300 | -600 | -1,025 | -1,025 |
| ** | CR10 | Eff/SR | Reduce Property running costs | -35 | -60 | -60 | -60 |
| | CR11 | Eff | Review of Mobile Phones Tariff | -90 | -90 | -90 | -90 |
| | CR12 | Eff | Insurance claims management benefit | -150 | -150 | -150 | -150 |
| | CR13 | Eff | Administrative efficiencies | -100 | -115 | -115 | -115 |
| | CR14 | Eff | Finance Services efficiencies | -25 | -25 | -25 | -25 |
| | CR15 | Eff | Reduced cost of LCC Property Estate (Phase 2) | -155 | -155 | -155 | -155 |
| | CR16 | Eff | People Services efficiencies | -35 | -70 | -70 | -70 |
| | | | TOTAL | -1,325 | -3,040 | -3,535 | -3,535 |

References

| | | | 2024/25 | 2025/26 | 2026/27 | 2027/28 |
|---|-----|--|----------------|----------------|-----------------|-----------------|
| | | | £000 | £000 | £000 | £000 |
| | | <u>CENTRAL ITEMS</u> | | | | |
| * | CI1 | Inc | | | | |
| | | Growth in ESPO income | -80 | -80 | -80 | -80 |
| * | CI2 | SR | | | | |
| | | Review of Shire Grants programme | -50 | -50 | -50 | -50 |
| | | TOTAL | -130 | -130 | -130 | -130 |
| | | TOTAL SAVINGS including additional income | -14,190 | -24,505 | -33,715 | -39,415 |
| | | MTFS net shortfall - savings required | -6,377 | -33,180 | -59,580 | -82,900 |
| | | Gap in 2024/25 budget to be met from earmarked reserves | 6,377 | | | |
| | | TOTAL SAVINGS REQUIRED - EXCLUDING DSG | -14,190 | -57,685 | -93,295 | -122,315 |
| | | <u>Dedicated Schools Grant - Deficit reduction activity</u> | | | | |
| | | Transforming SEND & Inclusion in Leicestershire (TSIL) Programme | | | | |
| | | defined opportunities | -3,790 | -10,975 | -19,195 | -27,665 |
| | | Increase in Local Specialist Places | -2,480 | -5,995 | -9,870 | -13,805 |
| | | | -6,270 | -16,970 | -29,065 | -41,470 |
| | | TOTAL SAVINGS REQUIRED - INCLUDING DSG | -20,460 | -74,655 | -122,360 | -163,785 |